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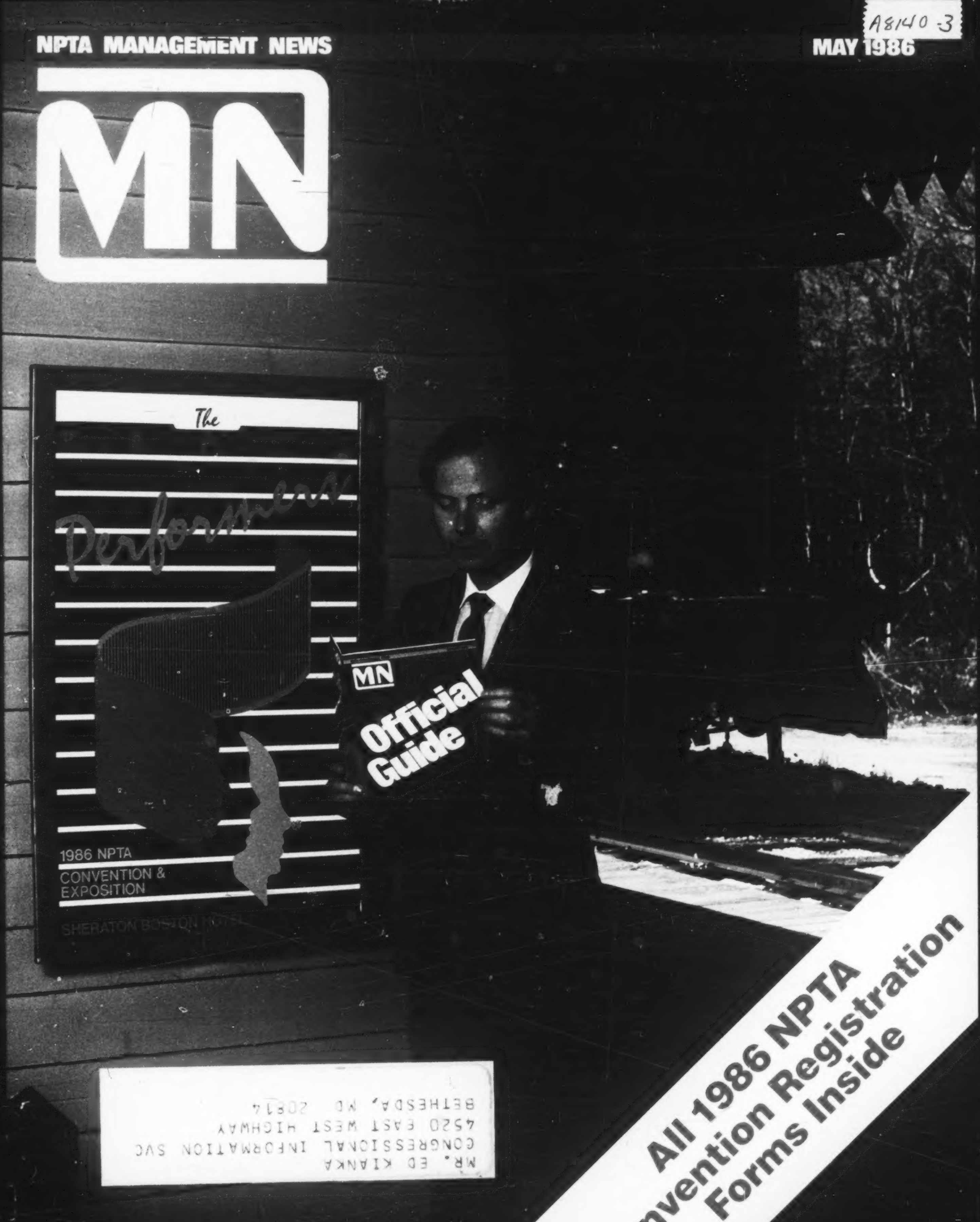
NPTA MANAGEMENT NEWS

MAY 1986

MN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SHERATON BOSTON HOTEL
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Official Guide

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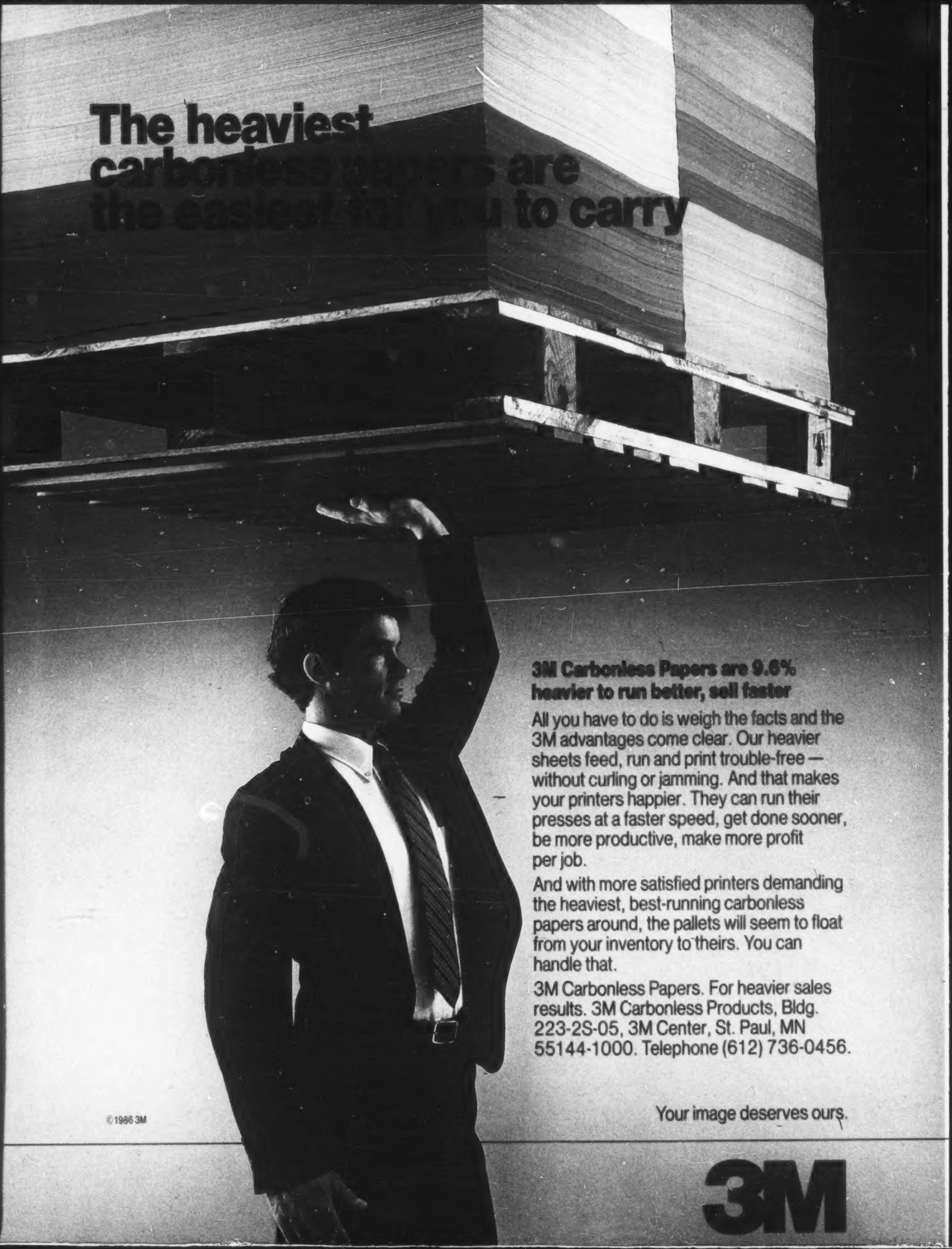
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Cover Photo: Ben Asen

REALIGNMENT OF TOP RESPONSIBILITIES AT RIS PAPER

Howard Ris, the well known chairman and CEO of Ris Paper Company, has retired from the daily responsibilities of the paper distribution business in favor of "chairman emeritus" status but will continue as CEO.

Thomas Walden, III, who was executive vice president, will succeed Ris as chairman, but will also assume the role of chief financial officer. Benjamin W. Krieger will continue as president and chief operating officer, but adds the duties of chairman of the executive committee.

Walden, 45, will continue to oversee the financial and administrative responsibilities of the company while Ben Krieger will run the company on a day-to-day basis.

Howard Ris is not retiring totally, though. "Of course, anyone who knows me, knows that I am not retiring from the scene," reported Ris, "just reducing my everyday role. I will be involved in the critical decisions and will continue to head the acquistion program."

BUTLER MOVES INTO NEW MADISON FACILITY

Butler's new office and distribution center has been completed on schedule and is already occupied. The new facility is located in the Albrecht Industrial Park in Madison, WI.

The new warehouse is a one-story, dock-high building, designed to use the most modern handling systems. Butler Paper, a division of Great Northern Nekoosa Corporation.

PAPER DISTRIBUTION INDUSTRY BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market -Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Marketing Programs. Video Tape and Guide. *NPTA.* $65	4
3	Harvest the Fruits of Paper Selection (Marketing Tool). *NPTA.* $.50 each	2
4	Introduction to Wholesale Distribution. *Danenburg/Moncrief/Taylor.* $35	3
5	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	5
6	Growth Strategies in Paper Distribution. *NPTA.* $40	7
7	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	8
8	Merchandising to Maximize Your Margins. *VanDeMark.* $25	9
9	Measuring Customer and Product Line Profitability. *Mullins.* $35	10
10	NPTA Vacation Schedules (Planning Folders). *NPTA.* $.40 each	6

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

API REPORTS INDUSTRY ADVANCING

At its 109th Paper Week activities in New York City, the American Paper Institute reported to the gathering of paper manufacturers that "the problems of 1985 for the United States paper industry are rapidly being resolved into the promises of 1986." Their expectations are based in part on a weaker dollar, lower energy prices and interest rates and easing inflation.

As an example, box shipments are up. And, reports the *New York Times,* "when industries increase their orders of corrugated boxes, as they are doing now, it indicates they expect to prosper and make more shipments." The 1985 inventories of containerboard have been worked off. Printing and writing papers are also showing strength.

According to industry analysts, profits of paper companies were down an average of 25% last year. Some see the paper business bouncing back quickly with profits being up 15% this year and 35–40% in 1987.

The paper industry can also be proud of its capital expenditures, reports API. In the years 1981–1985, paper makers spent $35 billion on plants and equipment which is 51% greater than the previous five-year period. In 1986, API sees the industry spending another $8.8 billion.

SUNCLIPSE PURCHASES THACKER PLANT

In an announcement that was made jointly by Sunclipse, Inc. and Thacker Container, the Thacker Sheet Plant in Haywood, CA has been sold to the Mercury Container Division of Sunclipse, Inc. of Montebello, CA.

The sale of the Thacker Container plant will in no way affect their on-going operations in the box business. Mercury Container reports that with the addition of the Thacker plant they will be better equipped to provide competitive service in the San Francisco Bay area.

SCOTT SELLS COLOMBIAN AFFILIATE

Scott Paper Company's wholly-owned subsidiary Scott Paper International has solds its 49% interest in its Columbia, South American affiliate Paperles Scott de Colombia S.A.

The company's foreign operations will not be adversely affected. Scott has divested its operations in the Philippines and Hong Kong in recent years and reduced its position in its affiliates in Costa Rica, Argentina and Korea.

At the same time, though, Scott has acquired full ownership of its operations in Italy, Malaysia and Singapore, and increased its stake in other countries.

FONDA FORMS TWO NEW DIVISIONS

Consumer and Service are the names of the two new sales divisions of The Fonda Group. "This realignment," reports Joseph A. Marcelynas, general manager of marketing, "will allow our sales managers to focus their efforts on the unique characteristics of our two major markets."

Fonda's Consumer Division serves supermarkets and grocery stores, while their Service Division will bring products to restaurants, institutions and party goods stores.

PAPER SERVICE PROMOTES 'FRESH AIR MACHINES'

"Fresh air comes from trees...and trees produce quality paper products" is a campaign which is being launched by Paper Service Company of Mankato, MN. During April, the paper distributor will be giving away coupons redeemable for a free "Fresh Air Machine" seedling of White Spruce, Black Hills Spruce or River Birch trees. All of these trees are hardy, Minnesota-grown, seedlings, polybagged with planting instructions.

Paper Service Company, which has been in operation in Mankato for 47 years, is promoting the growth of healthy, beautiful trees used in paper making. And, "clean, fresh air for a meaningful living environment for all Minnesotans. Live, growing trees are a continuing reminder of both," the company said.

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INGREDIENTS OF PERSONALIZED MARKETING

In the world of business, the personalized marketing letter often provides an effective means to sell paper products. Utilizing a direct approach, this low-cost, proven communications technique can serve to support, and at times, even substitute for, the more conventional forms of public relations, advertising or direct mail brochures.

To assure that any personalized marketing letter will be effective, two essential ingredients—copy and physical appearance—must be given careful consideration. Letter-writing style must be clear and straightforward without unnecessary details. Copy should be written in a catchy, sales-oriented manner to hold the reader's attention long enough to achieve the desired marketing impact. Further, the tone of the message must be consistent with the writer's professionl stature (i.e., company president, marketing vice president, etc.)

The letter should contain a minimum number of paragraphs; preferably three to four. The first paragraph must include the "hook" to pique the reader's interest. The following two to three paragraphs provide a brief description of the company; its products and services, and details on how the reader can benefit from the offering. Finally, the last paragraph should provide precise instructions on how to respond/and or what actions you will take (i.e. call to set up a meeting, etc.)

No matter how well-written, a successful letter must also reflect the personal touch in execution and mailing..All letters should be printed on a company's letterhead. The recipient's address, on both letter and envelope, must always appear to be an original typed version; address labels should *never* be applied. This can be automatically achieved through the utilization of advanced word processing equipment. And, to further increase its credibility, each envelope must be affixed with first-class postage stamps.

Very often, readers will think a metered envelope contains junk mail inside, and discard it. Combining all of these details helps to convince each recipient that the letter was personally prepared for him or her. This is precisely where the direct marketing campaigns of many companies fail.

Understandably, some businesses cannot afford to devote hours of their employees' time for mass mailings. Further, many have outfitted themselves with personal computers, which have certain inherent limitations.

To address this problem, word processing service bureaus can be utilized (particularly those which specialize in personalized mass mailings), or use a consultant who specializes in direct mail marketing to help you with your in-house system. When hiring a service bureau, look for firms that offer state-of-the-art word processing systems, and are in operation 24 hours a day to meet mailing deadlines. Their trained personnel not only sign, fold and insert each letter, but also hand stamp every envelope. For larger companies that already have word processing equipment, outside service bureaus can assist with any overflow.

If carefully written and properly executed, the personalized letter is an extremely useful form of business communications. This medium will continue being used by a broad spectrum of organizations to further meet overall marketing objectives.

By: Norman Green, president,
Wordmasters Inc., Melville, NY

PAPER FOUNDATION GAINS ENDOWED CHAIR CONTRIBUTIONS

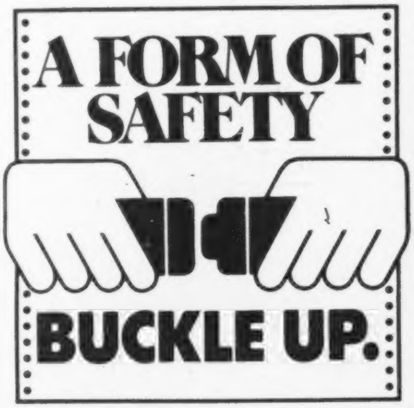
The Paper And Plastics Education Research (PAPER) Foundation's "Endowed Research Chair in Paper Wholesaling" is a program being supported through industry donations, and is nearing its $1 million goal. Contributions received over the past month include those from: Apache Paper Company, St. Paul, MN; Commerce Paper Company, Toledo, OH; Judd Paper Company, Holyoke, MA; Mayan Converting, Houston, TX; Mayer, Myers Paper Company, Memphis, TN; McAuliffe Industrial & Paper Products, Burlington,

VT; Millcraft Paper Company, Cleveland, OH; Nichols Paper & Supply Company, Muskegon, MI; Paper Distributors Inc., Harrisburg, PA; Service Paper Company, Renton, WA.

The Endowed Chair program is located at the University of North Florida in Jacksonville. Once the Foundation's goal is met, no other funds need be raised to support the on-going research.

BUSINESS FORMS INDUSTRY GETS INVOLVED

In an effort to support the Department of Transportation's "Buckle Up" program, the National Business Forms Association (NBFA) has created an industry logo. The campaign, "A Form of Safety," was launched by NBFA when logo sheets were sent to their members for use on their business forms. The logo is available from NBFA, 433 East Monroe Avenue, Alexandria, VA 22301.



PEOPLE IN THE NEWS

Robert G. VanDyck, a director of Bradner Central and president of Rotary Paper Manifold Company was elected executive vice president of Bradner Central.

T.E. Allen has been elected chairman-president and CEO of Newell Paper Company, Meridian and Columbus, MS and Bruce Paper Company of Hattiesburg,

MS. J.B. Thompson, Jr., chairman and CEO of Jackson Paper Company (parent), has retired and **T.E. Allen** will succeed him.

James G. Scott has been appointed vice president, sales and marketing of the Seaman-Patrick Paper Company, Detroit, MI.

George L. Colley has been named Atlanta branch manager for Virginia Paper Company and **Dennis J. Sink** has been appointed assistant branch manager. **Robert D. Mattox** has retired after 17 years as the company's branch manager in Jacksonville, FL. **Clyde M. Speicher, Jr.** has been named to replace him as well as acting as the branch's market development manager.

Gregg L. Rettew, formerly president of Seneca Paper Company in Rochester, NY, has been named president of Rourke-Eno Paper headquartered in Hartford, CT. Both companies are part of the Paper Corporation of America.

Denis LaMontagna has been appointed vice president marketing at the Chicago Paper division of Leslie Paper Company.

Andrew D. King has been named vice president of WWF National, Charlestown, MA.

Richard Hamilton has been appointed general sales manager, fine papers for the Los Angeles Division of the Unisource Corporation. **James Albany** has been named controller and **Wade Bakhit** has become vice president, physical distribution at the Division. **Dave Spraul** has been promoted to division manager in Spokane.

Robert C. Winenger has been named operations manager at the South Bend, IN branch of Inlander-Steindler Paper Company.

Jim Travis has been appointed general manager of Mead Merchants/Chatfield Paper in Indianapolis, IN.

Glen Pare has been promoted by The Fonda Group to director of manufacturing. **Evelyn C. Chappel** has been promoted to group customer service manager at the St. Albans, VT operation of The Fonda Group.

Margaret Holmes and **Timothy Thompson** have been named district managers for Gilbert Paper.

Peter D. Mancuso has been appointed vice president and general manager of A & E Plastics Inc. of Industry, CA. **Alvin M. Berke** has been named director of marketing for the company.

Albert J. Dunlap, chairman and CEO of Lily-Tulip, left that position to become president and CEO of the company (GOSL Acquisition Corp.) that controls **Sir James Goldsmith's** 48% stake in Crown Zellerbach Corporation.

Greg Hedgebeth has been promoted to vice president of finance at Amko Plastics.

Thomas Jeanes has been appointed senior account executive for the American Fiber-Velope Manufacturing Co.

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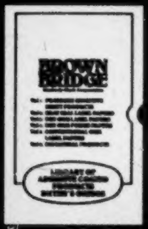

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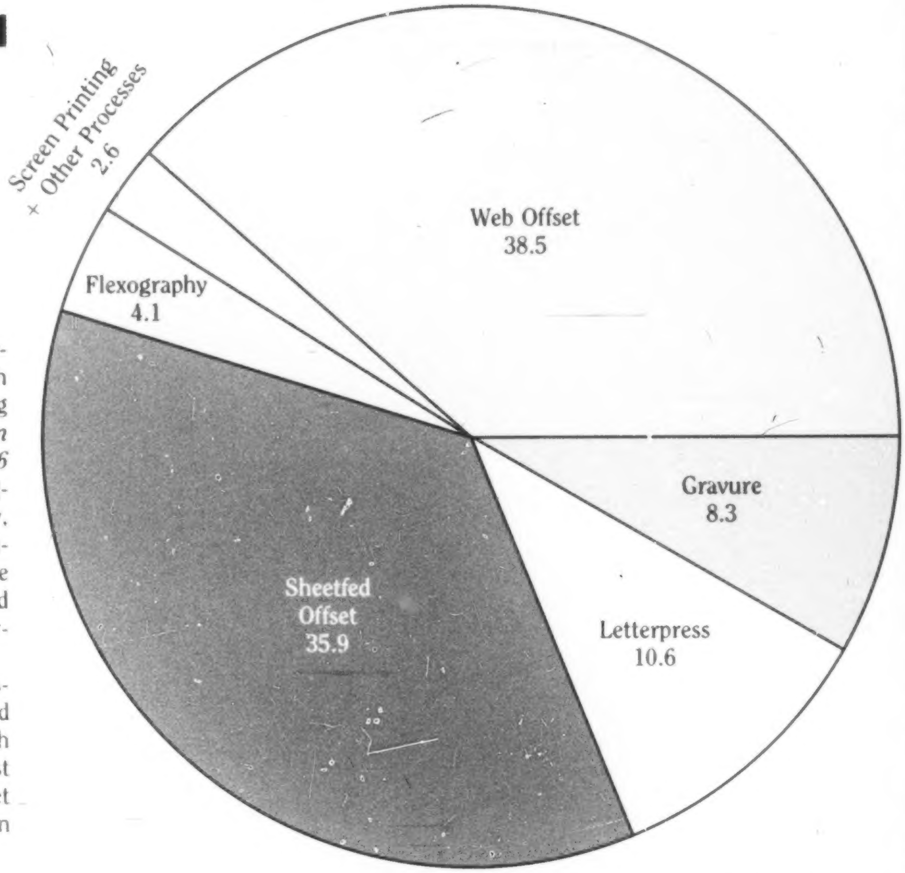
PRINTING PAPER

GROWTH IN PRINTING FAVORS WEB

The headline on this piece is no surprise but few are aware of the real growth rate shown by web printing. According to Mike Bruno's *Status of Printing in the USA* (as reported in GATF's *1986 Technology Forecast*), "the trends of significant growth in offset lithography, gravure, and flexography are seen as continuing..." But the growth in market share of web offset printing has been so rapid that some have concerns about overcapacity.

Graphic Arts Technical Foundation estimates that there were between 1800 and 1850 heatset web installations in North America at the end of 1985. The most interesting fact is that for all web offset lithography, the growth rate has been 8.5% per year since 1982.



Share of Printing Processes in Commercial Printing (in percentages)

Sources: U.S. Department of Commerce Census of Manufacturers
Graphic Arts Technical Foundation

MAGAZINE FEATURES "THE MERCHANT OF PAPER"

The role of the paper merchant is a story that the National Paper Trade Association has been telling printing paper customers for many years. Recently, the Association produced a half-hour video tape program on the subject.

In the March, 1986 issue of *Magazine Design & Production*, author David Saltman educates the magazine community about the role and function of the paper merchant with his cover story "The Merchant of Paper"

If magazine people are listening to Saltman, they now know that the paper merchant is their vital link with the industry that provides them with paper. He reviews for them the 12 major service areas provided by American paper merchants and illustrates that "dealing with a paper merchant offers the best buy for the buck."

Reprints of Saltman's article "The Merchant of Paper" are available at no charge from the National Paper Trade Association's Communications department.

PRINTING COMPUTER SOFTWARE ON PAPER STRIPS

Computer floppy disks are fairly durable, inexpensive and can be mass produced. But can one be printed in a magazine? No. Not until now, anyway. There is a new alternative.

A new technology is coming to the forefront that allows computerized information to be encoded and printed on paper. Computer magazines may be the first to benefit.

According to an article in *Folio:* (the magazine for magazine publishers), the new system is called "Softstrip" and was developed by Cauzin Systems, Inc. Basically, it has two parts: 9 1/2" × 5/8" paper strips that contain the equivalent of three to four pages of single-spaced, typed information and a "reader" that plugs into a computer and decodes the printed information on the strips. It is expected that readers will be sold for about $200 each.

It seems that the new paper strips might be used for software samples in magazines or entire programs. Cauzin expects to have 100 million paper strips in circulation this year.

DOES PAPER TEXTURE MAKE A DIFFERENCE?

According to Hammermill and the Direct Marketing Association, the use of textured paper makes a *big* difference. Identical mailers were used in a test, one printed on blue textured cover, the other on gray, and both "out-pulled" the white index "control" mailing by 8.25% and 17% respectively.

In another case, reports Hammermill, white index was challenged by white textured cover. The results showed that the one with the embossed finish generated a better response—by 42.85%! The reasons cited for the dramatic difference were the feel and visual appeal of the textured paper. People wanted to examine the mailing printed on the better quality paper.

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We won't compete with you for business. In fact, we'll never even see or speak to your customers unless you ask us to. In short, we won't sell direct.

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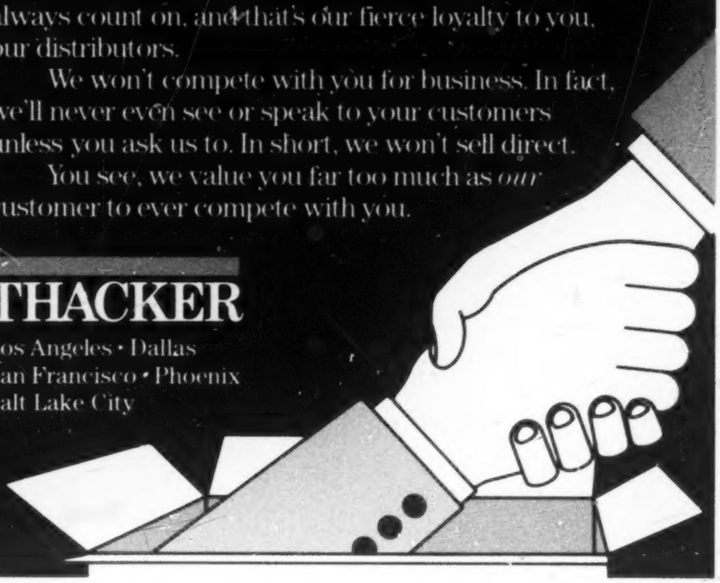


MANUFACTURING CLAUSE EXTENSION: TOUGH ISSUE

The editors of *MN* have been tracking the Manufacturing Clause issue as it affects paper merchants and the entire graphic arts industry. The new law being proposed by the printing trades would expand protection of the Manufacturing Clause of the Copyright Act to all "printed material." The result of such a move would disallow copyright protection for all material printed outside of the United States in countries that do not have certain reciprocal agreement with the U.S. Hence, publishers would be reluctant or would not consider sending their books and other materials off-share for printing.

"The Manufacturing Clause should not be aloud to expire," testified Benjamin Cooper, senior vice president of government affairs for Printing Industries of America (PIA). The last time the Clause came up for a vote on its extension it was passed by Congress then vetoed by President Reagan (who is viewed as a "free trader"). Congress then overrode his veto handing Reagan the first defeat of his presidency.

Cooper's point is that the Clause should not be allowed to expire "without some reciprocal trade gains from those countries which impose trade barriers on the United States printing industry." There seems to be enough support in Congress now for a modification and extension of the Manufacturing Clause. But, it is not that simple.

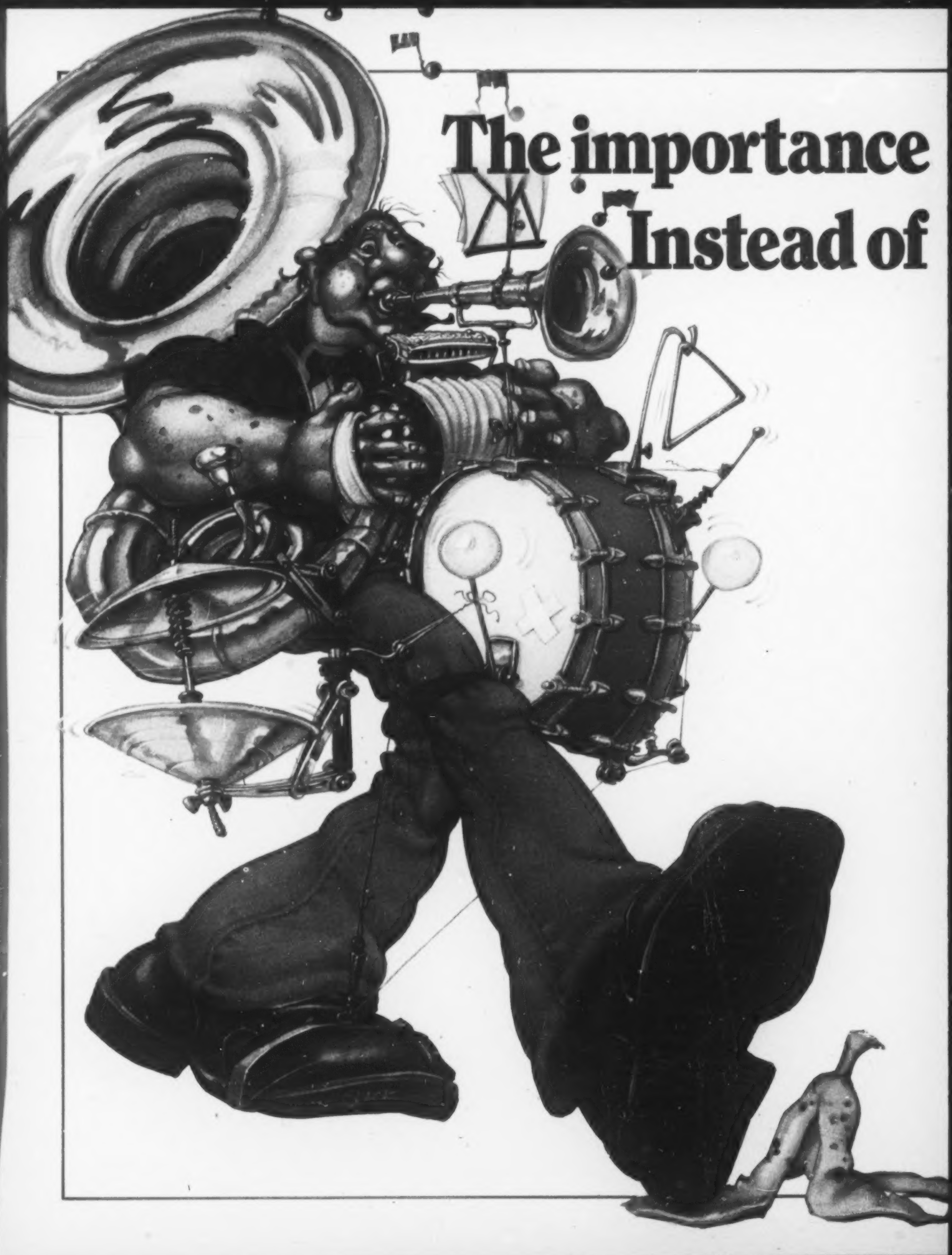
During Paper Week, the annual convention of the American Paper Institute held in New York City in March, Congressman Don Bonker (D-WA) who is chairman of the House International Economic Policy and Trade Subcommittee and Ambassador Alan Woods, Deputy U.S. Trade Representative reported that the European countries are not looking favorably on the extension of the Manufacturing Clause which they feel is certain to pass the U.S. Legislature. They say that if the Clause is *not* allowed to expire on June 30, 1986, they will impose limitations, restrictions and tarriffs on American paper coming into Europe. It is certainly a tit-for-tat situation.

The Congressman and Ambassador both encouraged the paper manufacturers in the audience to fight the extension of the Clause. API is remaining neutral on the issue, officially. Paper merchants who do not export paper may not be as concerned by restrictions on American paper going out of the country.

The printing industry is most troubled by the potential loss of jobs. In 1982 when the Clause gained a four-year extension, the U.S. Department of Labor projected that the expiration of the Manufacturing Clause of the Copyright Act could result in the loss of up to 367,000 jobs in the printing and publishing industry within five years. This significant potential loss was seen as posing great problems for paper merchants. So, in 1982, many merchant actively lobbied for the extension of the Clause.

At the moment, the paper industry is divided on the issue. Many merchants are siding with their customers on the issue and are concerned about their ability to sell paper locally if printing moves overseas. The paper mills, on the other hand, do not want to lose their export business.

The leadership of NPTA would appre-



The importance Instead of

ROUND 2: BAY WEST VS. THE PAPER GIANT

# of doing one thing well.
doing too many things.

The Paper Giant certainly knows how to toot his horn. He seems to have everything that everyone wants in disposable products.

Until he slips up in the washroom.

He begins by selling through every distributor in town. The resulting price trenches send profit margins spiraling downward.

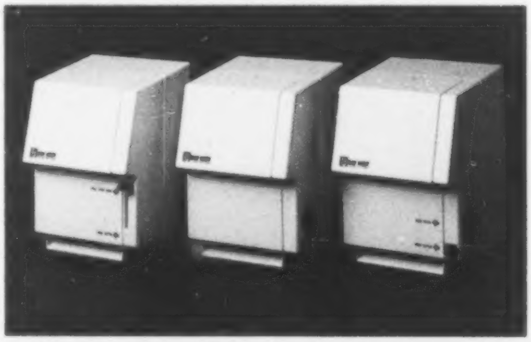
What's worse, the well-deserved sales from hard-earned end-user installations suffer a constant threat: being lost to nearby competitors who sell The Paper Giant's line, too.

It's not the kind of music anyone likes to face. Especially in the washroom, where the Paper Giant's emphasis on the food service market makes him march to the wrong beat. He's not in step with cost issues. Nor is he tuned into waste problems. Even his product quality strikes chords of user dissatisfaction.

Enter Bay West, the company that doesn't try to be all things to all people. *Just everything for the washroom.*

And with this full line comes the Bay Wester, your local representative from Bay West. His selective distribution policy means you sell products with unique value. At a highly exclusive ROI.

What's more, the washroom expertise of your Bay Wester helps to heighten service availability and strengthen washroom quality. His fresh, smart products even help your customers lower costs and reduce product waste to beat the band.



With new Compatible™ transfer dispensers and Turn-Towl® roll towels, each washroom has the degree of controlled usage and user convenience that's right—for you and your customers' washrooms.

As a result, washrooms work right for everyone—from the distributor all the way to the end-user.

And that's the name of that tune.

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ciate member comments on this issue. Member reaction will influence NPTA response to this issue.

INDUSTRIAL PAPER

RETAIL PACKAGING: BUILDING IMAGES AND PROFITS

Merchants involved in retail packaging report that business these days is more complicated but more profitable than ever. The key to these sales today seems to be in the ability of the merchant sales personnel in focusing on the *image* the retailer is attempting to promote for his business.

This packaging has become a moving advertisement for his product and business, in effect, and therefore must be more than simply attractive. Should it be boxed or bagged? Should the shopping bags be die-cut, snap handle, loop handle, "european tote," garment or some other new style? Should they be plastic or paper? After these decisions have been made, color, type of printing and of course design, must be agreed upon.

All of these decisions must be made for an item the consumer ultimately throws away! But, for the retailer it can build the image and sales of his business.

For the merchant, this business can be an excellent door opener for new customers, as well as a good business unto itself. But, the merchant personnel must be fully knowledgeable about costs compared to other media, and must have artists either on staff or as associates. He must have knowledge of printing processes and the kinds of papers and plastics that will produce the best results.

This year, because of the high interest on the part of merchants in this business, the NPTA Industrial Paper Division will present a session during the 1986 NPTA Convention and Exposition on retail packaging. More details on this session may be found in this issue in the 1986 Convention Schedule section.

SOUP IN A BOX?

The Campbell Soup Company reports that they are test-marketing soup in a carton through selected retail stores in the Boston area. The carton, which consists of multiple laminations of paperboard, foil and polyethylene, is the result of many years of research and was a major capital investment.

The soup being test marketed as a single serving, ready-to-serve, cream of tomato soup. It has been produced with the function of the microwave in mind. Consumers are expected to take it to the workplace, use it at home and in the future for usage in fast food outlets.

MICROWAVE USAGE PATTERNS

Microwave usage reflects American eating patterns and is changing them as well, says the American Institute of Food Distribution, as reported by the Single Service Institute (SSI). Results of a Roper Organization survey showed that microwaves are most frequently used for cooking frozen leftovers (69%), preparing snacks (53%), making coffee or tea (45%) and cooking various packaged foods (42%). The ovens are much less frequently used for preparing entire meals (11%), reflecting today's fragmented family unit and individualized time schedules, the survey reported.

On the other hand, microwaves may be changing our food choices says SSI. Foods that are normally cooked on a stove or in the oven, and, therefore, often shunned in summer, can now be prepared without heating up the kitchen. And summer fare, such as barbecued steaks, can be grilled when the weather is warm, then frozen and reheated when snow-drifts block the driveway!

SUPERMARKETS MAY BE SERVING BREAKFAST

Supermarket patrons think that hot food for takeout or in-store consumption is "important," according to a survey conducted by *Progressive Grocer* magazine. More than half of those responding thought in-store food service was a good idea. The findings support the national trend toward deli service, salad bars, bakeries, and sit-down eating facilities in supermarkets.

EVENTS

MAY

5–9. *Paper Distribution Management Development Program. Miami University, Oxford, OH. Contact NPTA.*

20. *Managing Customer and Product Line Profitability—A Key To Survival and Growth in the 80s. Minneapolis, MN. Contact NPTA.*

31. *New York Paper Merchants Association's Annual Installation Dinner, Grand Hyatt Hotel, New York, NY. Contact NYPMA.*

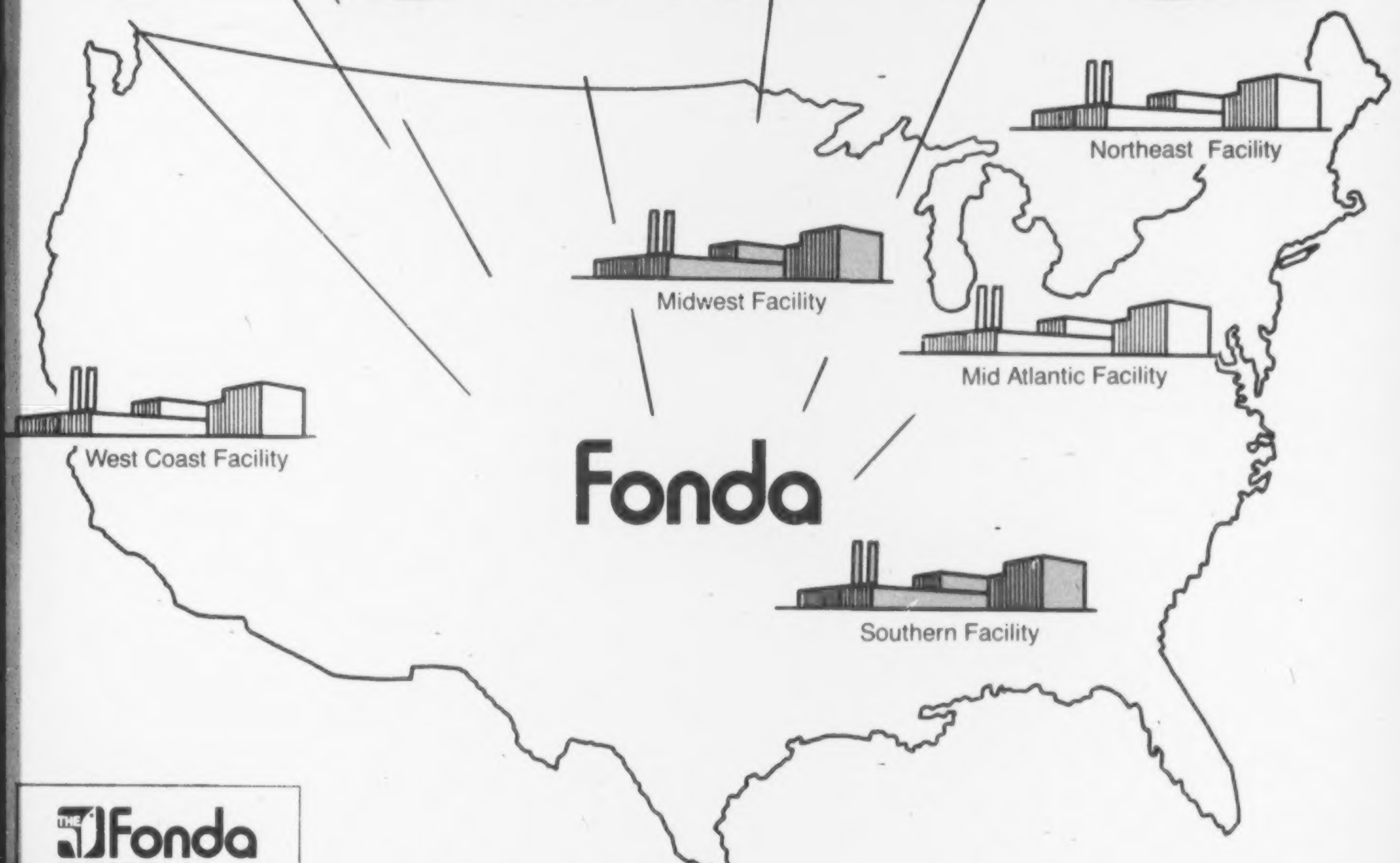
JUNE

4. *Productive Opportunities for Paper Merchants. Chicago, IL. Contact NPTA.*

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

Fonda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In-House Training: Why You Can't Afford Not to

Every distributor who has participated in a seminar or training session away from his office is struck by the ever-increasing cost associated with travel and related expenses. While there is no substitute for the learning process involved with attendance at seminars and other outside programs, alternatives are becoming more attractive.

A 1983 Distribution Research and Education Foundation (DREF) survey of 250 individual managers of wholesale distribution firms indicates that distributors primarily will train a growing number of types of personnel on an in-house basis.

Only recently have merchants begun to recognize the value in conducting training sessions on the company's premise. While the cost-savings are obvious, there are other reasons that should not be overlooked. First, a quality in-house program provides the merchant with the opportunity to present new concepts and information *customized* to that firm's specific marketing and personnel needs.

Second, the program can be presented at a time and place most convenient to the company's schedule. Third, as the company presenting its own program, attendance may be restricted.

In January, 1986, NPTA conducted an education survey that was completed by member presidents. Merchants were asked to identify the areas that most augmented their in-house training efforts. Merchants have traditionally called upon the knowledge of their mill reps as the technical experts to answer their questions and instruct their people. 97% of the respondents stated that they use mill rep sales meetings; 95% use mill supplied product knowledge materials. 64% reported that they use their own individually generated material. Merchants reported that other materials were used to augment training:

- 36% programs produced by outside training organizations
- 31% in-house training by outside consultants
- 25% NPTA-produced video programs
- 9% correspondence courses

As NPTA embarks on an ambitious video production program, it is expected that the 25% figure stated above will grow substantially because the in-house training movement is gathering momentum. Merchants have only just begun to discover the wide array of training resources available to them.

Bringing in a specialist to conduct an in-house training seminar provided many paper distributors a tremendous advantage in 1985. Selecting from a variety of NPTA national seminars, distributors who have brought programs into their own meeting rooms provided their people with a unique presentation customized to their specific needs. This special training option gave merchants an opportunity to discuss their individual problems and concerns with the consultant.

Following their Gordon Graham *Inventory Management* program, William Voisard, Copco Paper Company's corporate manager of purchasing and inventory in Columbus, OH said: "One of the fringe benefits of the program was the cost savings to Copco. Rather than an idividually-charged NPTA participant fee, the cost to Copco was a single charge—one-fourth that of sending managers to an NPTA Education and Training Department's open seminar."

Merchants participating in this in-house training option learned from Gordon Graham: how to manage their inventories, how to use the computer more productively and efficiently, cost effective ways to improve service and turnover, guidelines to make their warehouse run more efficiently, better ways to buy profitably—all customized to Copco's specific needs.

In Michael Ibison's *Keys to Growth as a Sales Manager* program, participants were given practical tools to: increase sales proficiency, gain a better understanding of sales motivation, direct their sales force more effectively, make the direction of their sales strategies more specific, and enhance the development of

SIGNIFICANCE OF INTERNAL TRAINING BY PERSONNEL TYPE

MAJORITY OF TRAINING ACCOMPLISHED "IN-HOUSE"

TYPE OF PERSONNEL	IN-HOUSE	OUTSIDE
Delivery	100%	0%
Warehouse	100	0
Inside sales	97	3
Outside sales	97	3
Purchasing/inventory control	85	15
Human resources	72	28
Accounting and finance	61	39
Data processing	45	55

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individual sales people. And this was tailored to the needs of another company for their in-house program.

In his one-day *Profit Improvement Day* program, Ron Foster discussed ways merchants were better able to analyze their companys' sales volume, operating expenses, compensation policies and inventory and receivables.

Merchants from around the country have instituted a variety of in-house training programs specifically geared to their needs and budgets. Michael Warren, manager of training and development of Zellerbach Paper Company in San Ramon, CA has provided *Management News* with a look at his firm's in-house training program.

Warren on In-House Training

In an industry that prides itself on value added service, it is important that the added value extend to employees as well as customers. There are a variety of ways to accomplish this, but one of the most important and potentially rewarding is through in-house training.

Employee involvement has finally become recognized as a method to increase the functioning capability of organizations. What better way to involve employees than to utilize internal talent to develop, refine and administer skills training in the organization.

I am not advocating that all training originate from within the company. Most of us are operating with a lean staff and it is difficult to free up the local experts for training development. What I am advocating is that when packaged programs are utilized that they be "customized" for your particular organization and then, when possible, in-house personnel are utilized as the trainer/facilitators.

At the Zellerbach Paper Group, we have utilized this strategy for the past six years. The training manager, after a needs analysis, selects a program that will fulfill most of the ascertained needs. The program is customized for the organization and trainers are trained. The customization process in not static, but on-going, utilizing the particular talents of each facilitator.

The vast geographic area covered by the Zellerbach Paper Group, and the ever increasing cost of transportation and lodging necessitates, whenever possible, taking the training to the field. Keeping the training expense low for the individual business unit manager, resulted in a threefold increase in requests for sales training, as an example. Incidently, when a local site or unit bears some of the costs of the training, (they "buy-in"), they are more motivated to utilize the results of their investment. If all the costs and all the direction for training are borne by headquarters, it tends to dilute the acceptance of new concepts and skills—its *their program—not ours.*

The Zellerbach Paper Group places a high value on in-house training. With it, we are able to increase the number of programs available, train more employees, customize programs, utilize latent talents and involve more employees to work *with us*—not just *for* us.

ACTIVITY

PAPER MERCHANT STOCK/SALES RATIOS

The United States Department of Commerce (Bureau of the Census) publishes a "Monthly Wholesale Trade" report for eight durable goods and six non-durable goods wholesale sectors. "Paper and Paper Products" is one of the non-durable goods sectors tracked. No detailed breakdowns are available for printing and writing versus industrial and personal service paper, but the overall sector's performance for 1985 appears in the table. As the stock/sales ratio indicates, there was a slight inventory build-up during the third quarter of 1985, a drop by October, then another build-up during the fourth quarter.

Continued on page 63.

Monthly Sales, Inventories, And Stock/Sales Ratios of Merchant Wholesalers* (1985)

Total Paper & Paper Products	Sales	Inventories	Stock/Sales Ratios
(SIC Code 511)	($Millions)		
January	$2,774	$2,816	1.02
February	2,822	2,903	1.03
March	2,853	2,915	1.02
April	2,935	3,026	1.03
May	2,851	2,905	1.02
June	2,859	2,972	1.04
July	2,886	2,889	1.00
August	2,935	2,999	1.02
September	2,801	2,987	1.07
October	2,954	3,014	1.02
November	2,939	3,017	1.03
December (Prelim)	3,019	3,180	1.05

*Adjusted for seasonal variations.

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How Well Are You Managing Your Receivables?

Accounts receivable management and control is one of the keys to a successful paper merchant operation. With 31.6% of the average distributor's total assets tied up in receivables, the care of credit and collection is of paramount concern.

Every paper merchant knows that there is a considerable cost involved in selling on credit. The obvious cost most people think of first is the bad-debt loss. In reality, however, this is usually the smallest of the various credit costs. During 1984, "bad debt losses as a percent of annual sales" averaged much less than one percent: 0.15% for all printing paper merchants, 0.17% for industrial houses, and 0.13% for dual paper merchants. Based on NPTA's 1985 PAR financial survey, trade accounts and notes receivable constituted from 30–32% of total assets for the typical merchant in 1984.

A more important cost of credit is the cost of operating the credit department: making credit-granting decisions, keeping accounts receivable records, and performing collection activities. The costs of turning delinquent accounts over to an attorney or collection agency are very high, often in excess of 50% of the total amount collected.

Another important cost of selling on credit is the cost of capital tied up in receivables. The longer receivables remain outstanding the higher the cost of financing this receivables investment. Costs associated with multiple billing, collection efforts, and management time will all add to this capital cost. As a rough rule of thumb, one can assume that after 30 days, late payment costs the merchant about 1 1/2% per month (approximately the same rate many wholesalers charge on overdue receivables).

Table One has some receivables statistics, which are industry averages derived from NPTA's yearly PAR survey, related to average collection periods and the age of these overdue accounts.

Collection efforts should be balanced against potential losses in goodwill and future business. There are also cases where the merchant may, in effect, "finance" his customer with extended terms and compensate for the cost of financing with higher markups and/or interest charges. Such arrangements can be profitable for both parties, but they must be evaluated and monitored carefully by the "lender."

As one can see from Table One, printing paper merchants had the longest average collection period during 1984, at 42.5 days, versus 39.8 days for dual houses and 35.8 days for industrial merchants. The percentage of accounts overdue longer than 30 days was also highest in printing paper houses at 33.7%, versus 31.2% for dual and 28.3% for industrial merchants.

Going one step further in analyzing the receivables investment, a Return On Investment (ROI) framework should be used to establish and evaluate credit policies. Industry yardsticks are available from PAR reports to measure this investment—the ratio: Total Gross Margin On Average Monthly Accounts Receivable. Table Two shows the industry averages for 1982–84.

The formula used to calculate the statistics found in Table Two is:

$$\text{Total Gross Margin Return on Average Monthly Accounts Receivable} = \frac{\text{Total Gross Margin}}{\text{Avg. Monthly Accts. Receivable}} \times 100$$

Table One

Accounts Receivable Trends
(Median Averages)

Type of Merchant Operation	1982	1983	1984
Printing Paper			
Average Collection Period (Days)	43.23	41.75	42.53
Accts. Rec. 30–59 Days Old (%)	20.04	19.49	20.77
Accts. Rec. 60–89 Days Old (%)	7.95	7.21	6.94
Accts. Rec. 90+ Days Old (%)	4.97	5.23	5.95
Industrial Paper			
Average Collection Period (Days)	35.59	34.34	35.75
Accts. Rec. 30–59 Days Old (%)	21.20	20.15	20.18
Accts. Rec. 60–89 Days Old (%)	5.46	5.66	4.32
Accts. Rec. 90+ Days Old (%)	5.15	4.69	3.84
Dual Paper			
Average Collection Period (Days)	39.66	37.56	39.81
Accts. Rec. 30–59 Days Old (%)	17.80	14.79	20.90
Accts. Rec. 60–89 Days Old (%)	6.54	3.50	6.32
Accts. Rec. 90+ Days Old (%)	4.25	1.91	3.98

1985 Data will be available by July, 1986.

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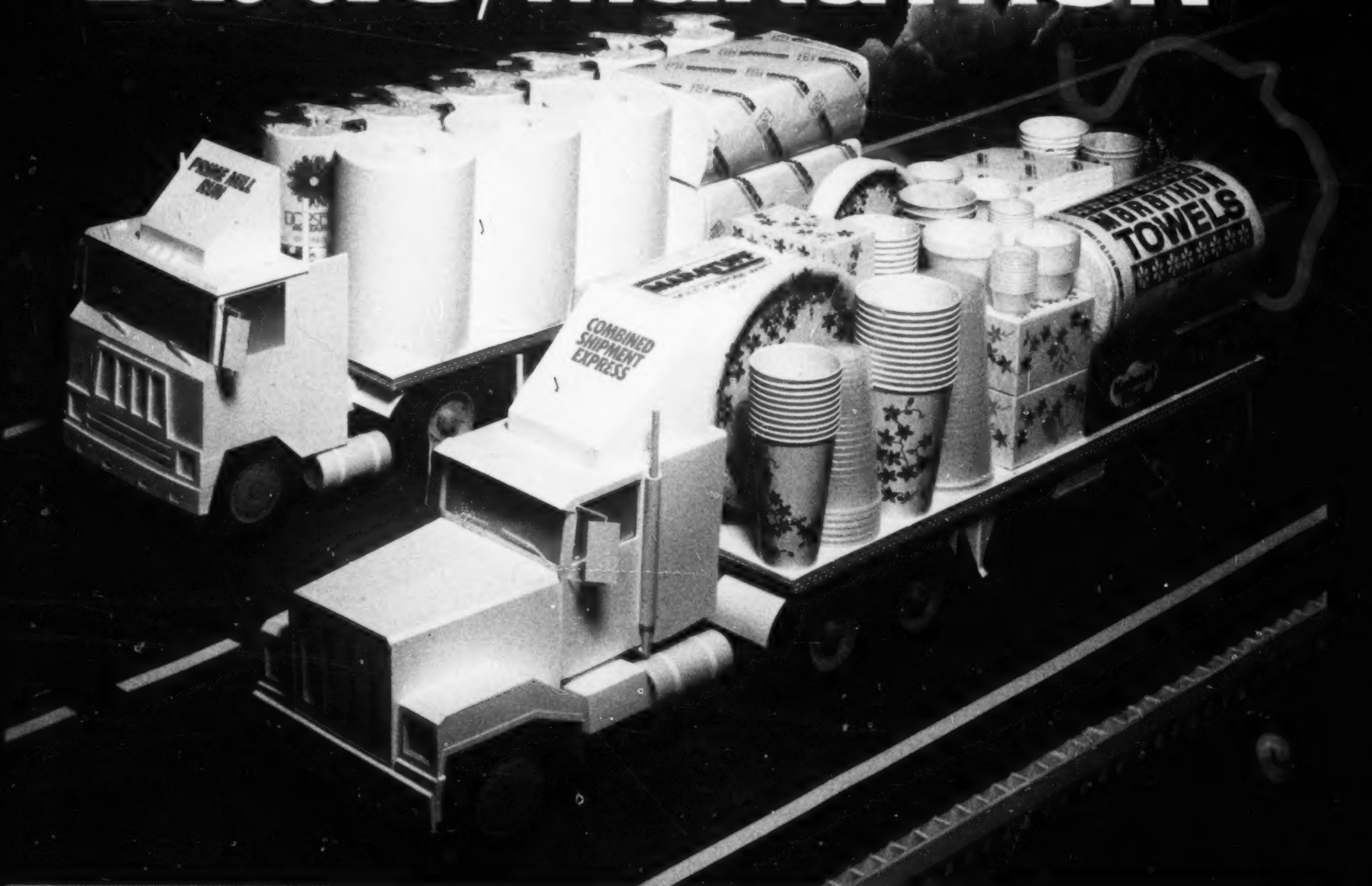

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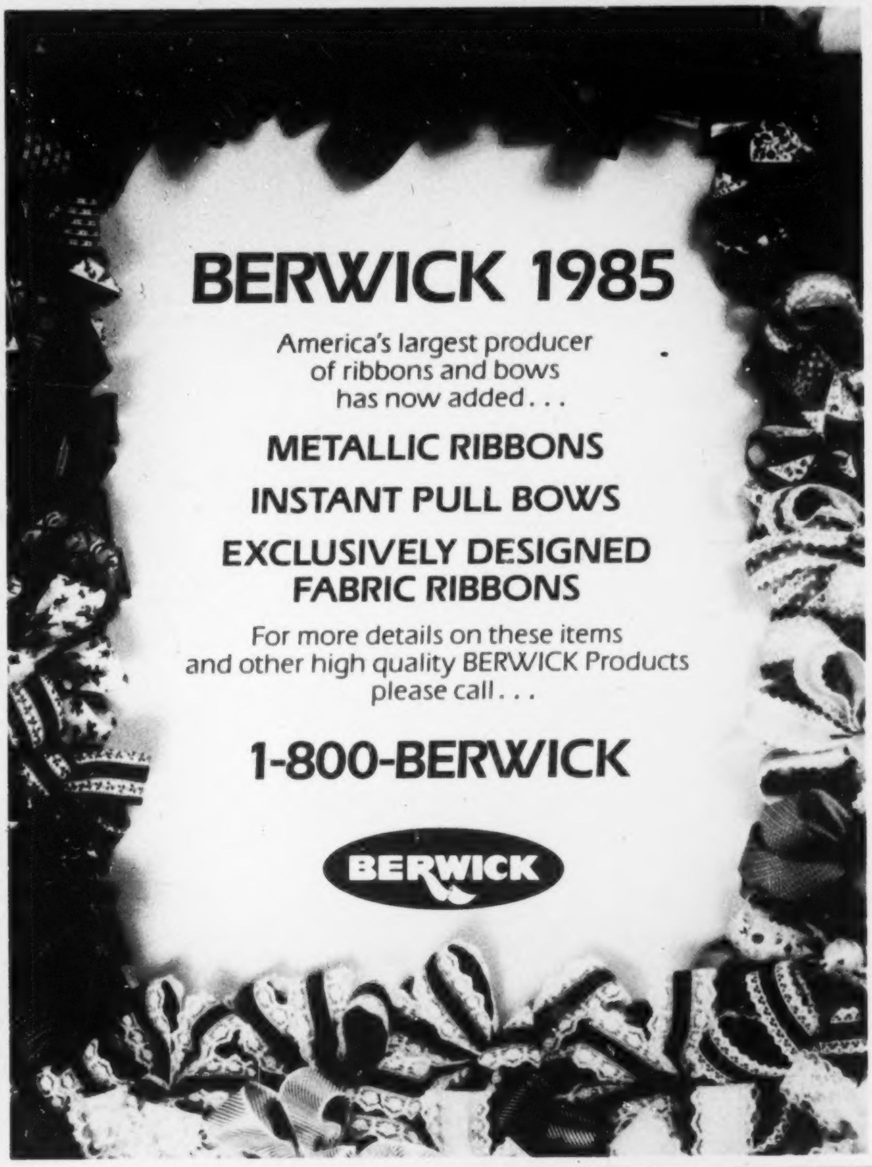

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There are two commonly used measures of accounts receivable management—Accounts Receivable Turnover and the Average Collection Period. *Credit* sales should always be used in accounts receivable performance measure calculations because accounts receivable are not influenced by cash sales.

The formula to calculate
Accounts Receivable Turnover =

$$\frac{\text{Net Credit Sales for the Year}}{\text{Ending Accounts Receivable}}$$

$$\text{Example: } = \frac{\$900{,}000}{\$135{,}000} = 6.67 \text{ Times}$$

The average collection period, also known as the "average number of days sales in accounts receivable," is perhaps the most widely used measured of accounts receivable management and can be calculated in several ways. The most logical approach is the formula below:

First, calculate avg.
credit sales per day =

$$\frac{\text{Yearly Net Credit Sales}}{365} =$$

$$\frac{\$900{,}000}{365} = \$2{,}465.75$$

Avg. Collection Period =

$$\frac{\text{Accounts Receivable}}{\text{Credit Sales Per Day}} =$$

$$\frac{\$135{,}000}{\$2{,}465.75} = 54.75 \text{ Days}$$

The same information is used to determine both receivables turnover and the average collection period. In fact, 365 days divided by receivables turnover gives the average collection period. Potential problems to be aware of when developing these performance measures are:

1. The use of a 360 or 365 day year. Be particularly sensitive to any seasonal effects that may distort comparisons.

2. Rapid company growth. Sales per day might be relatively low, while accounts receivable investment could be quite a bit higher than the yearly average. It is generally better to calculate the "average credit sales per day" based on the most recent one or two months' sales.

For further information concerning receivables management, refer to two books by Dr. Peter Mullins of Management Foresight, Inc.: *Effective Financial Management for Wholesaler-Distributors* (1979) and *Measuring Customer & Product Line Profitablity* (1984). Both are available from NPTA. NPTA also sponsors a Customer/Product Line Profitablity seminar, to be held May 20, 1986 in Minneapolis, MN and on February 13, 1987 in Tampa, FL.

Receivable Investment*
(Median Averages)

Type of Merchant Operation	1982	1983	1984
Printing Paper Merchants (%)	135.9	138.9	124.1
Industrial Paper Merchants (%)	226.6	231.6	226.9
Dual Paper Merchants (%)	173.0	181.9	167.2

**Information is also available for direct and warehouse gross margin return on average monthly accounts receivable.*

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Commercial Insurance Liability— A Crisis?

Last December, Management News *reported that paper distributors were being faced with a dangerously confusing and frustrating problem: managing corporate risk and responsibility. The increase in liability rates and policy cancellations were described as the symptoms of an impending storm in the insurance industry. For some, the storm has arrived; still, shelter is available for all.*

In 1984, the insurance industry showed a pre-tax loss of $3.8 billion, and for 1985 the industry posted a pre-tax operating loss of $5.5 billion. The losses, which are the largest in the industry's history, threaten the existence of many insurance companies and in turn, the well-being of the people they insure.

The insurance business, like every business, runs on cycles caused by supply and demand. When the insurance industry appears profitable, the number of people selling insurance increases, creating a larger market supply of insurance at lower costs.

The Beginning of the Insurance Crisis

Insurance premiums began a decline some years ago that lasted from 1977 to the second half of 1984. The industry's underwriting experience became worse as prices dipped lower; while lower interest rates slowed the rate of investment growth.

The result, says David J. Prentiss, president, Agency Division, Property and Casualty Group of the CIGNA Corporation, was industry underwriting losses which exceeded investment income for 1984 and 1985. "We make money from two sources," explained Prentiss, "underwriting results (premiums in versus loss and expenses out), and investment income (premiums and surplus invested until paid out in losses or expenses)."

The Crisis Threatens Insurers and the Insured

After five years, the industry is moving into a cycle of increased premiums and improved earnings. But the increase in premiums is only beginning to offset five years of inflationary pressure. In many cases, prices are still inadequate for the current level of risk insurance companies face. The bottom line? Premiums will almost surely increase again in 1986.

For some insurers, the price increases may be too late. Some companies have a more pressing concern than profitability—their solvency.

Insurers must maintain adequate surplus capital to cover one-third of the premiums they write. They have not been able to maintain the accepted 3–1 ratio due to low premiums. And since underwriting losses are still draining surplus capital, insurers are unwilling to underwrite more business, shrinking the industry capacity and redirecting insurers' efforts away from less profitable business. And in some lines, few, if any companies, are willing or able to take up the slack Not even substantial rate increases can create a market. These industry pressures shrink possible insurance markets and make it difficult for many companies to offer competitive premiums.

The Courtroom Crunch

In addition to the insurance factors that are negatively affecting insurers, one non-insurance factor has been clearly isolated by industry experts as a major cause of the insurance availability and affordability crunch. In a recent speech to U.S. insurance commissioners, Lloyds of London Chairman, Peter Miller, summed up the problem. "The present legal system in the United States," said Miller, "makes it impossible for the liability underwriter to operate. And the reason for this is the total uncertainty as to how the U.S. courts will interpret the wording of the policies."

According to Prentiss, the crisis in the courtroom is the result of our new, dangerously complex, technological world. Modern technology, he says, offers as many hazards as benefits. In the courts' and legislatures' struggle to find ways of compensating injured parties within the framework of our legal and economic system, laws and contracts are being reinterpreted. "They are changing the rules even as the game is being played," Prentiss said.

Managing Risk Through an Industry Alliance

In 1981, the Risk Retention Act was passed, allowing groups to band together to purchase

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comprehensive general liability coverage, including product liability.

Paper wholesaler–distributors have an opportunity to join an insurance alliance organized by the National Association of Wholesalers (NAW). Premiums and coverage requirements can be stabilized when an industry group is formed because the insurance rates are then based on the collective experience of the group.

Currently, 97 trade associations have come together, under the NAW banner, including NPTA, to form an insurance cooperative. Each member company of each of the associations has an opportunity to join the insurance program. One of the real pluses of the plan is that to participate does not require changing brokers.

The coverages and services of the program are marketed to members of NAW and its affiliated associations, such as NPTA, by agents associated with Market Dyne International, a CIGNA company. Information or coverage is also available from a local broker or agent through the Insurance Company of North America (INA), a CIGNA company responsible for underwriting the NAW/NPTA program.

The Association Connection

Associations are able to negotiate reduced acquisition (sales cost) and administrative expenses. This encourages insurance companies to work through associations in providing better product and/or price.

The law of "safety in large numbers" also works to the advantage of association insurance plans. The greater premium base allows insurance companies to determine loss and expense more accurately. The information an insurer collects on an industry through assessing credible levels of risk also puts him in a position to communicate safety and loss prevention information to firms in that industry.

The NAW/NPTA insurance program is especially unique because it combines the purchasing power of more than 40,000 member companies—a truly gargantuan scale. The NAW programs generate $25 million in annualized premiums.

An Insurance Partnership

In selecting an insurer, NAW sought a true partnership. Competitively priced and appropriately worded insurance coverage needed to be included in a plan that would benefit both the insurer and the insured and have continuity.

The Insurance Administration Center, located in Park Ridge, IL, is responsible for the handling of the new NAW/NPTA insurance programs. The battle to stabilize insurance coverage and premiums can be fought by joining the NAW/NPTA insurance cooperative.

Elements of the Plan

The cooperative wholesaling industry plan includes property/liability/workers' compensation, group health insurance, disability coverage, life insurance and accidental death coverage. The many details of the program are spelled out in a booklet available from NPTA headquarters, but here are some of the highlights:

PROPERTY/LIABILITY/WORKERS' COMPENSATION. A plan is developed to suit the needs of the individual paper merchant. This is a volatile area for distributors. Costs have jumped radically and many have seen their policies cancelled.

GROUP HEALTH INSURANCE. "Comprehensive, high-limit health coverage is not a luxury, not a fringe—it's an absolute necessity!" reports NAW. "Any employer that does not provide group health insurance is exposing each and every employee (and their families) to the very real possibility of financial ruin."

The comprehensive hospital/surgical/major medical coverage is available with $100, $200 or $500 deductible; dental coverage in $25, $50 or $100 deductible.

DISABILITY INSURANCE. This is an area that is most often missing from company fringe benefit programs, but it is critical. The NAW/NPTA plan includes a $4,000 per month maximum payout.

LIFE INSURANCE. The industry plan has a new way to offer life insurance. Instead of providing the insurance directly, the Insurance Administration Center (the group administering the NAW/NPTA plan) gives all participants a "Life Insurance Purchasing Service." This lets them not only fit the needs of each company to available policies, but also allows them to shop for the lowest cost plan among the many insurance underwriters.

ACCIDENTAL DEATH. This has been recognized as important insurance and is very inexpensive. Any employee of a member firm, regardless of age or occupation can obtain $100,000 of coverage for less than 20¢ per day. The plan provides 24–hour coverage on and off the job and is not limited to just travel accidents.

SURVEY FORM

By providing the data requested below, you will assure that current information on the Wholesaler-Distributor Insurance Program reaches you precisely at the time insurance expenditures are on your managerial agenda. It is not critical that you answer every question, however, the more information you provide, the better equipped we are to serve you. Please return this Insurance Survey to:

Insurance Administration Center ☐ 1480 Renaissance Drive ☐ Park Ridge, Illinois 60068

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Address ______________________________

City/State/Zip ______ ______________________________

Attn: ______________________________ Phone #(______) ____________

Name of Commodity Line Association ______________________________

Fed. Tax. ID#______ / ____________ Fiscal Year End ____________ (Month) Number of Employees:__________

......EMPLOYEE BENEFITS......

Please provide name of insurance company (if "none", or "self-insured", so indicate) as well as policy anniversary date or date of last rate change.

Health ______________________________

Life ______________________________

Disability ______________________________

Accident (AD&D) ______________________________

It would be very helpful if you include a copy of the employee booklet(s) and a copy of your most recent premium statement(s)!

......BUSINESS INSURANCE — PROPERTY/LIABILITY/AUTO/WORKERS COMP......

Please provide name of insurance company and expiration date of each policy. If you find it difficult to extract this basic information (and you probably will) have someone photostat the face page or "declaration" page of each policy (i.e., package, workers compensation, umbrella, etc.) and send those copies along with this survey. We will then extract the timing information for you.

Package (Property/Liability) ______________________________

Commercial Vehicle ______________________________

Workers Comp. ______________________________

Umbrella ______________________________

......MISCELLANEOUS INFORMATION......

Do you maintain company-owned Key Man Life Insurance ☐ Yes ☐ No

Would you be interested in attending a local or regional seminar on "Controlling Corporate Insurance Expense"? ☐ Yes ☐ No

If you have comments, questions or recommendations as to how your association can better assist your firm in controlling rising insurance expense, please include them on the reverse.

The National Paper Trade Association

The Voice of the Paper, Plastics & Allied Products Industry

The National Paper Trade Association is a non-profit wholesale trade association. Since its founding in 1903 it has served as the industry's national representative in member training, educational assistance, legislative representation and other member services. Through the years, the NPTA has become the established voice of the paper, plastics and allied products industry serving its 1800 members in the United States, Canada and more than 30 other countries as the vital communications link and communications source.

The Association's membership represents over $26 billion in annual sales.

The Association serves its membership by providing an Annual Convention & Exposition, numerous publications including the monthly *MN (Management News)* magazine, industry financial reports such as "PAR" (Performance Analysis Report) and *Paper Merchant Sales Report.* Numerous educational seminars and workshops tailored to the needs of member merchants, industry research reports, legislative representation and an extensive member benefits program are also provided. The Association is also a forum for the sharing of timely ideas and issues pertinent to the industry.

NPTA has gained its strength from its devoted membership. These companies participate in constructive dialogs, idea exchanges and help create a better industry for all.

Mission Statement of NPTA:

The National Paper Trade Association will continue to be viewed as a leading industry trade association by paper, plastics and allied products distributors and suppliers, and as the organization assisting the member companies toward more productive and profitable operations.

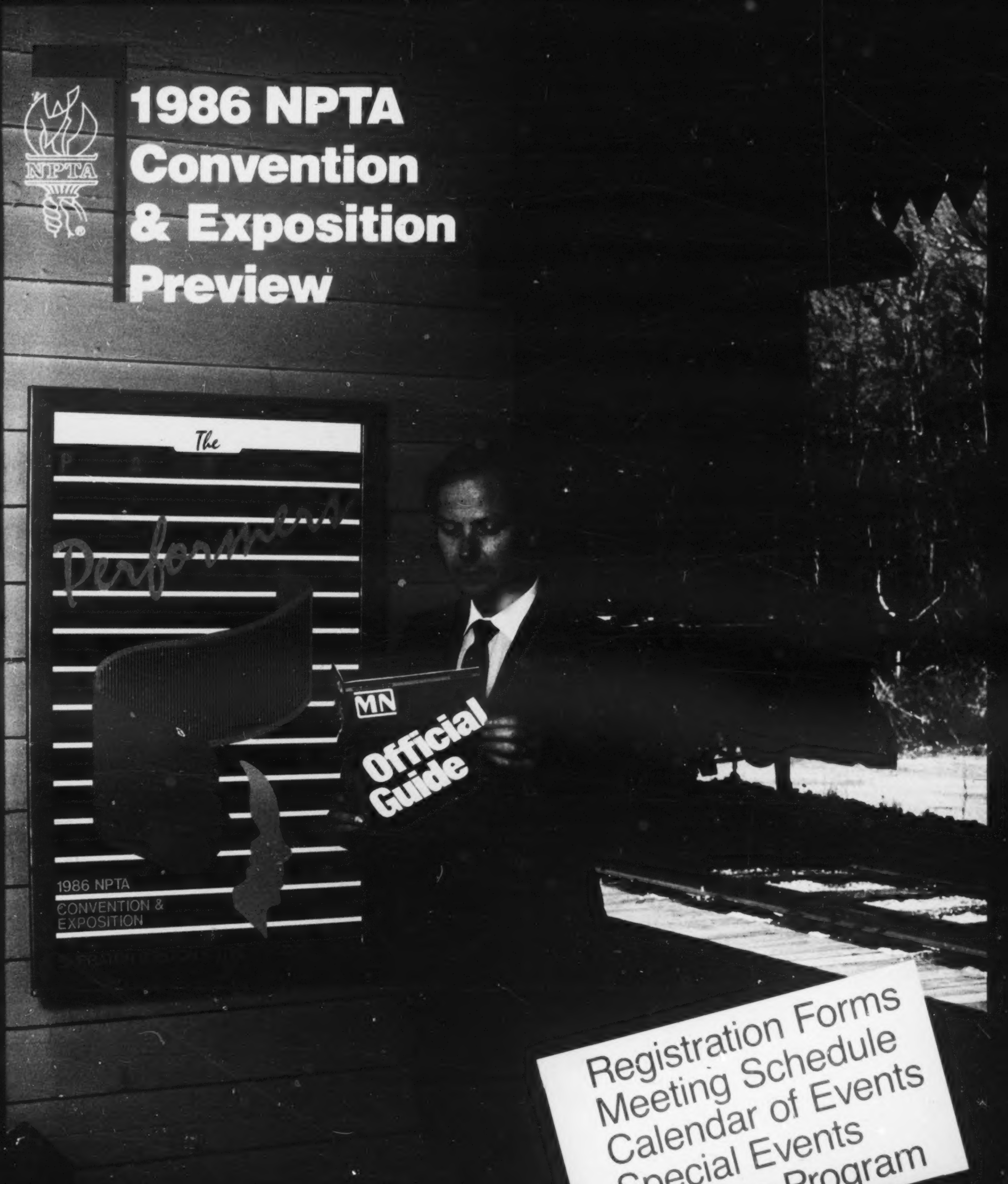
Future NPTA Convention and Paper, Plastics and Allied Products Exposition Dates

1987—September 19-22, Westin Peachtree Plaza, Atlanta

1988—September 17-20, Hyatt Regency Hotel, Chicago

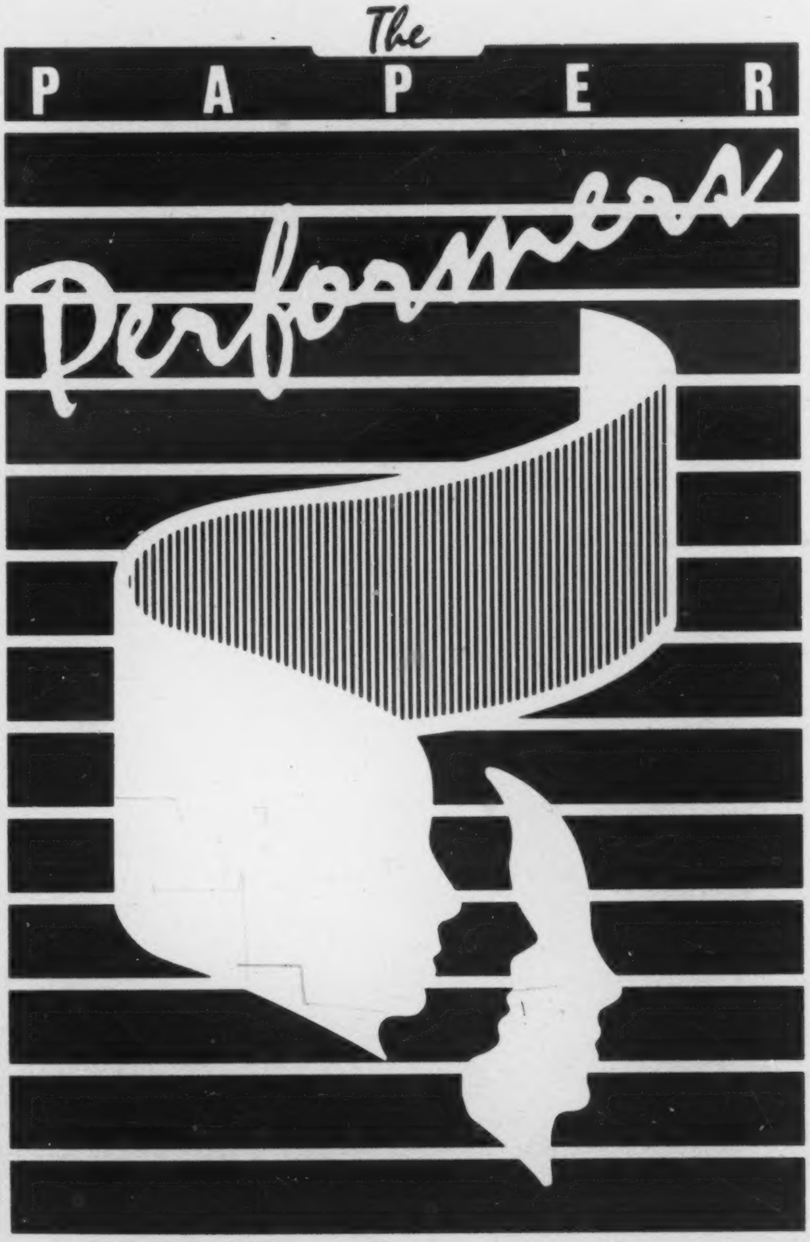
1989—October 28-31, Anaheim Marriott, Anaheim Hilton, Anaheim

1986 NPTA Convention & Exposition Preview


The Performers
1986 NPTA
CONVENTION &
EXPOSITION
MN
Official Guide

- Registration Forms
- Meeting Schedule
- Calendar of Events
- Special Events
- Spouses Program

The Paper Performers: September 13–16



It is with great conviction that the National Paper Trade Association selected "The Paper Performers" for its Convention theme this year. *People* are the driving force that make a paper distribution operation profitable, run efficiently, and address the needs of the marketplace. Without real performers, a company cannot guarantee its success.

"The 1986 NPTA Convention logo graphically illustrates the importance of people in our industry," said Richard W. Abrams, NPTA chairman who is president and CEO of West Coast Paper Company in Seattle, WA. "Paper distribution is an important part of our service economy and our people are the ones who make the whole system work. Plans for the Annual Convention call for the recognition of the people in our industry, the real performers, with a continued emphasis on education and training." Abrams said.

The 1986 Convention & Exposition will be the best ever. This is NPTA's first trip to Boston and many special events are planned that will make the 1986 Convention long remembered: The Chairman's Luncheon featuring the Stanley O. Styles Industry Excellence Award recipient and featured speaker the Honorable Jeane J. Kirkpatrick, former U.S. Ambassador to the United Nations.

The NPTA Annual Convention will salute the industry performers this year in Boston MA.

Paper/Plastics & Allied Products Exposition activities for 1986 will mark the 50th anniversary of the show. A special Wine and Cheese party and CEO Day will make this show a most memorable occasion.

The Convention program, as outlined in this issue of *MN,* demonstrates the importance of the individual to paper distribution activities. The sessions cover a great variety of important topics. Each and every person who attends should put the accent on education for themselves by attending all of the programs. Everyone can benefit.

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STANDARD

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OUR COMPETITION IS GOOD... THAT'S WHY IFC HAS TO BE BETTER.

Look closely at IFC Nonwovens and you will find something interesting. Old-fashioned values like customer attention, quality, and cost concontainment are at the heart of our success. Innovation is the key to advantage.

We've got a new look—and we are anxious to show what it means for you . . .

A TRADITION OF GROWTH

Constructive and rapid change have been the focus of IFC's development from a regional wiping cloth company to what we are today—a fully integrated nonwoven manufacturer serving a nationwide market through janitorial and paper merchant distributors.

A PASSION FOR CUSTOMER SERVICE

Recent consolidation of all corporate divisions along with a major expansion of our headquarters in Jackson, Tennessee places our entire resources within five hundred miles of more than seventy-five percent of the U.S. population.

Our commitment to service includes lots of "little things" that set IFC apart from the competition. For instance, no minimum order quantities, an active bid support program to assist distributors in identifying and taking new bid opportunities, "Rapid Ship"™ —our corporate commitment to averaging 3.5 days shipping time on PPG orders, distributor training seminars (after all we have a lot of inside knowledge about end-user sales techniques including our nationally recognized telemarketing program).

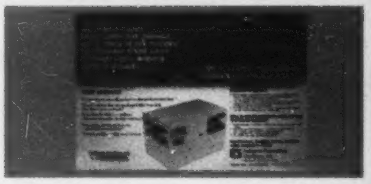
INNOVATIVE MARKETING

Finding new and better ways of helping our distributors increase sales is our constant goal. We've got some pretty good practice doing new and unique things. For instance, the full-line concept of over sixty-five different kinds of wiper products was originated by IFC; we were the first to lower costs by reducing wiper sizes to eliminate wasted surface area and we're the only manufacturer to provide private labeled and "branded/non-branded" cases in small quantities to help distributors promote their own brands; and the introduction of our PPG (Preferred Product Group), a select group of ten wipers proven to be the most preferred by the marketplace.

UNEQUALED PRODUCT VARIETY

Not only do we manufacture a complete series of the best laminated and reinforced fabrics, we also bring together a package of various nonwovens representing a broad spectrum of state-of-the-art technology. But, let's not get carried away with variety. Our early years experience directly servicing end-users taught us that a small, simple grouping of the best selling wipers is sometimes a real advantage in the marketplace.

So whether your need is variety, or on the other hand, simplicity, IFC offers both a full line of products for every need; and a select group of wipers (PPG) specially designed with ease of sell and popularity in mind.



MEETING THE CHALLENGES OF THE FUTURE

We are proud of our past. But, we are more excited about the future and the changes IFC Nonwovens has yet to bring to the disposables marketplace. Our recent turnover of thousands of end-user account leads to distributors nationwide is one more indication of our commitment to traditional distribution as our exclusive sales vehicle.

Our competition is good. So we work hard every day to develop new ways for our distributors to sell wipers. As somebody put it—"You Ain't Seen Nothing Yet!"

IFC Nonwovens
(Formerly Industrial Fabricators, Co.)
Nonwovens For Industry and Health Care
CALL US TODAY 1-800-IFC-WIPE
(432-9473)

Michael Ibison

Schedule of Meetings

SATURDAY

Creating the Successful Environment
10:00 a.m.–12:30 p.m.
A Young Executives Forum Program: Open to All

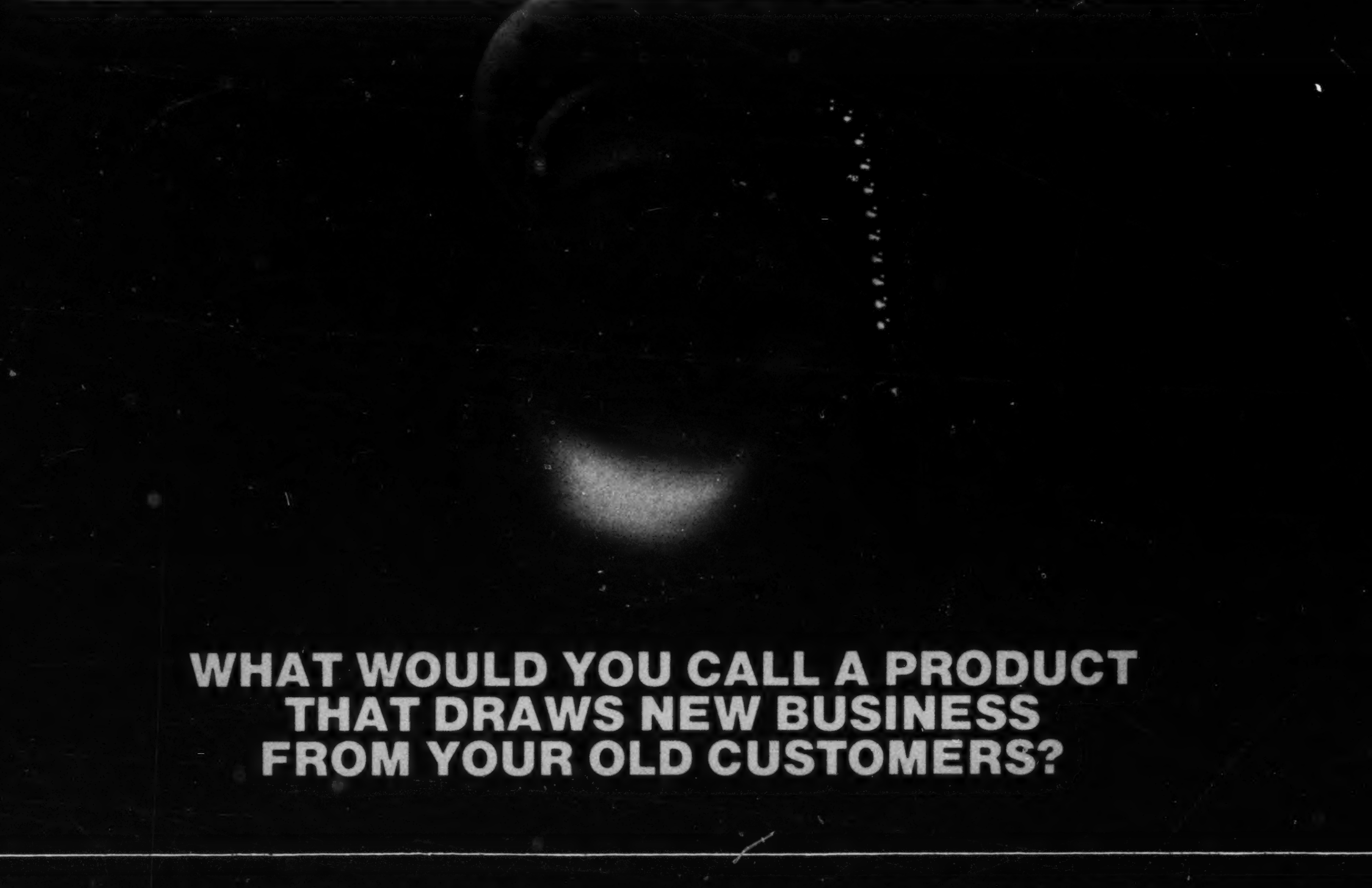
The thrust of this two and one-half hour session, open to all Convention attendees will be to demonstrate how management becomes a major influence on employee performance. Michael Ibison, noted consultant and management development specialist will discuss the realities of motivation, workable steps toward creating a more motivated environment and personal recognition of management style. Given the need for more productive employees, he will discuss how that style can positively and negatively influence productivity and motivation.

Young Executives Luncheon
12:30 p.m.–1:30 p.m.

This special luncheon for members of the Young Executives Forum (YEF) is an opportunity for up-and-coming managers to meet and share experiences. Tickets are required: $35.00 each. (Use Special Events Form to order tickets.)

YEF Workshop—The Young Executive's Role in Managing for Top Performance
1:30 p.m.–2:30 p.m.
YEF Members Only

In this closed session, Michael Ibison will present a logical expansion of the morning's program. Ibison will discuss the real impact of



reward systems, both formal and informal, how to determine whether managers are rewarding the right behaviors, effectively establishing performance expectations with employees and steps toward managing those expectations. This session is structured to be interactive, allowing for YEF member participation in the discussion.

Retail Packaging: A New Frontier for Paper Merchants? 3:00 p.m.–4:30 p.m.

According to the latest U.S. Census Bureau's Economic Census, American manufacturers of retail packaging are producing $5.4 billion worth of paper and plastic shopping, merchandise and grocery bags and sacks as well as gift wrap papers. Add to this what is being imported from overseas and the results is a terrific market!

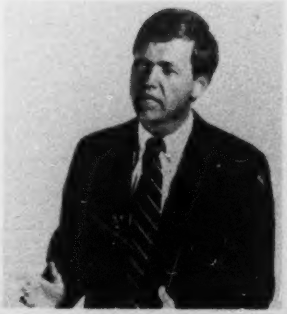
This year the NPTA Industrial Paper Division will present a session on the components of this business and how to get started in it. It will be presented in panel form featuring two paper distributors who are operating retail packaging departments in their firms and one customer/buyer of retail packaging.

The discussion will center on the pros and cons of selling this product line, what some of these products are, who they are marketed to and what preparation is needed to handle these lines. From the customer side, what they look for from the distributor, how they select the kind of packaging they buy, and what special services they require from their distributor are explored.

SUNDAY

General Business Session 10:00 a.m.–11:30 a.m.

Always a most informative program, this year's General Business Session will include presentations by two very prominent speakers. Dr. Barry Asmus is a well-known authority on



Dr. Barry Asmus

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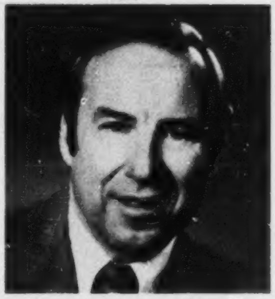

Captain James Lovell

Jeane J. Kirkpatrick

economics whose common sense approach has demystified the subject for audiences around the country. The response to his presentations has been nothing short of "sensational." Convention goers will not want to miss his special insights into our current economic issues.

Captain James Lovell is a veteran astronaut who piloted Gemini 7 and 12 missions, Apollo 8 (man's first voyage to the moon) and was commander of Apollo 13—America's ill-fated moon shot that was cut short by an oxygen tank explosion. He knows the dangers of space exploration first-hand and his experiences have captivated audiences throughout the world.

CEO Sunday

11:00 a.m.–4:00 p.m.

Convention Sunday will be an important time for *all* industry leaders. On the floor of the Exposition, all supplier and merchant CEOs, presidents, company chairmen and chief operating officers will meet and greet Convention goers. This is a great opportunity for everyone to meet the leaders of the paper industry.

NPTA Annual Business Meeting

11:30 a.m.–12:00 Noon

NPTA Members Only

The Annual Business Meeting of the National Paper Trade Association is an opportunity for members to learn of the activities of the Association in the past year. It is also a time to help forge the direction the Association will take in the industry. New Board members and officers will be elected at this meeting.

Wine and Cheese Party

3:00 p.m.–4:00 p.m.

This year the 1986 exhibitors and NPTA will throw a *Wine & Cheese* party in honor of our industry's CEOs: both suppliers and merchants! It is NPTA's way of saying "thank you" to all their friends in the paper industry. *ALL* CEOs are cordially invited to attend to be on-hand to meet all Convention goers.

MONDAY

The World Report: A Global Look at Printing Paper

10:00 a.m.–12:00 Noon

In the past three years, paper distribution has become a world market. International developments—both economic and political—have affected paper distributors in their own backyards. "The World Report" will give the paper merchant a better understanding of how activities on other parts of the globe are affecting his marketplace. Many experts say that if you are not aware of the world view of printing paper—you should be.

The major emphasis of this presentation by a noted international panel of experts will be: import/export forecasts, competitive advantages of a variety of countries and the changes taking place in Europe that will affect US markets. They will offer opinions about the long-term significance of this trend and its likely effects. Will American paper distribution ever be a "local" market again? Questions will be invited from the floor. This program is a presentation of the Printing Paper Division of NPTA.

The Paper Performers' Reception

12:00 Noon–12:30 p.m.

As a prelude to the Chairman's Luncheon, this cash bar reception is an opportunity for all at the Convention to meet and greet one another.

The Chairman's Luncheon

12:30 p.m.–2:30 p.m.

The highlight of the 1986 Convention and Exposition will be the annual Chairman's Luncheon, the proceeds of which will go to support the Paper And Plastics Education Research (PAPER) Foundation. This gathering will feature two very important presentations. The first is that the 1986 Stanley O. Styles Industry Excellence Award that will be given to an outstanding industry leader. The presentation of this Award has become a momentous occassion for paper distributors and suppliers alike. Its heritage is noteworthy having been received by William Zellerbach and Albert Duval in the past two years. (The 1986 winner will be announced in the August issue of *MN*.)

The second part of the event will be the presentation to be made by our nation's former Ambassador to the United Nations: The Honorable Jeane J. Kirkpatrick. It has been said that Ambassador Kirkpatrick is "one of the strongest voices and keenest minds the United States has ever enjoyed in an Ambassador to the United Nations." She is the first woman to ever hold that post and her views on American foreign policy are often dramatic.

THE TIGER NEVER SLEEPS

CPI's PAPER TIGER

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So, why not give us a call. We'll send you, with no obligation, an information package that details how ***Paper Tiger*** can improve your business. And you'll be taking the first step towards better sales, service and profits, plus one more extra we didn't mention—peace of mind.

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At the heart of our commitment to paper are the people who are committed to Georgia-Pacific. They are our "staff of life," and it's because of them that we're emerging into one of the biggest and best printing paper companies in the country. Furthermore, we're continually adding new people and training our present personnel to grow with us.

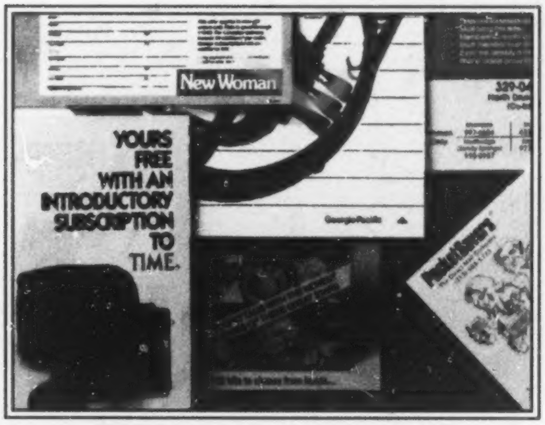
For example, we've expanded our sales and customer service departments to make sure our customers get the ongoing service they require. And we're supporting these people with an improved technical service department. We know that the only way we can keep our present customers and add new ones is by providing the best products and service possible.

Of course we will continue to invest in the best machinery, the best technology, the best systems. But our ultimate investment is in our people. Paper makers, product managers, quality control people, technical sales and service personnel, every single person who works for us. They are the ones who make it possible for Georgia-Pacific to give you what you need when you need it—the finest quality printing paper.

Superb printing stock: the culmination of our commitment to paper.

When you sell Georgia-Pacific paper, you can be confident your customers will be satisfied with its performance. When you print on Georgia-Pacific paper, you'll be pleased with the results. Because our goal is to make it possible for you to operate your presses at full speed, without making adjustments and without worrying about bad runs. And to help you do the kind of work good reputations are built on—clear, sharp and vibrant.

Before you put in your next paper order, take a good look at Georgia-Pacific. Because our commitment to becoming the best in the printing paper business is really a commitment to you.



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Jim Kent

Frank Cooper

The Chairman's Luncheon is a very special event and Convention registrants are encouraged to purchase tickets early. Luncheon tickets may not be available on-site. Tickets are $75.00 each. Proceeds from the luncheon will go to support the PAPER Foundation. Tables for 10 are $750.00. (Use the Special Events Form to order tickets).

The Party Store Concept: A Discussion on Current Conditions and Developments

2:45 p.m.–4:30 p.m.

During the past five years, hundreds of retail paper distribution stores have been opened by paper merchants and these represent assortment of types: printing papers, office supplies, office equipment, and industrial supplies. No store concept has been more popular than the party store, with its wide range of products.

This area of distribution has its own set of opportunities and problems. **Jim Kent**, chairman of Associated Paper and Supply Co., Lithonia, GA, and president of Partyland Stores, a seven store chain in Georgia, will lead a panel discussion of the development in this segment of the retail paper business. Present and future success cannot be attained by using yesterday's practices. Come to hear about current conditions.

TUESDAY

The Customer Signs Your Pay Check

9:00 a.m.–11:00 a.m.

Customer service is the name of the game for paper distributors. **Frank Cooper**, the presenter of this session, wants everyone to remember that "The Customer Signs Your Pay Check." He is a specialist in customer relations and successful selling techniques.

Good customer service is a demonstration of going that extra mile. **Frank Cooper** is a proponent of always doing just a little bit more than is expected. The result? Greater respect from customers and increased business. He will speak of many useful techniques to improve a company's customer service program.

How to Keep the Company Pond Stocked with the Right People

9:00 a.m.–11:00 a.m.

The human resources component of the paper distribution industry continues to grow in importance. Having the right person to fill an unexpected opening, or to take advantage of a new opportunity does not happen by accident. It requires strategy, planning, and a little luck.

Come hear how your firm, big or small, can be well positioned to develop "The Paper Performers" of tomorrow.

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Ambassador Kirkpatrick to Keynote at Chairman's Luncheon

"She stands a giant among the diplomats of the world," said President Ronald Reagan. "The vision, courage and statesmanship contributed to the free world by women like Margaret Thatcher, and Golda Meir have now been matched by Jeane Kirkpatrick, one of our own." Dr. Kirkpatrick is a recipient of the Nation's highest civilian honor: The Presidential Medal of Freedom.

One of the strongest voices and keenest minds the United States has ever enjoyed in an ambassador to the United Nations, Dr. Kirkpatrick returns to private life, where—in her own words—perhaps even more than in public life, "I can speak out clearly on behalf of such shared foreign policy objectives as restoring and preserving American strength, supporting democracy and independence in the hemisphere, defending our friends, our principles and our interests..."

She will continue to comment and be listened to by governments and people everywhere, having earned their respect and admiration for the outstanding statesmanship, impeccable credentials and major accomplishments in a remarkable career.

Jeane J. Kirkpatrick was appointed United States Permanent Representative to the United Nations by President Ronald Reagan in January, 1981, making her the first woman to serve as chief United States representative to the world body. She also served as a member of President Reagan's Cabinet.

In late January, 1985, Ambassador Kirkpatrick resigned her position after serving the longest term of any United Nations Ambassador since the Honorable Adlai Stevenson (1961–1965). In April, 1985, Ambassador Kirkpatrick returned to private life to teach, write and lecture.

Prior to her United Nations ambassadorship, she was Leavey University Professor at Georgetown University in Washington, DC. She also served as resident scholar at the American Enterprise Institute for Public Policy Research. She has now returned to both positions. In addition, she is writing a much anticipated book, has undertaken a weekly syndicated

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The PAPER Performers

newspaper column on international affairs, and signed for a series of lectures in the United States and abroad.

Through the years, Dr. Kirkpatrick has lectured extensively in the U.S. at conferences and forums on political and international issues. She has also participated in the programs of the U.S. Information Service (USIS) and the Department of State in Europe, Africa, Asia, and Latin America.

During the 1980 Presidential campaign, she was a member of President Reagan's foreign policy and advisory group. On April 3, 1985, she formally changed her registration to the Republican party.

"Remarks by the Honorable Jeane J. Kirkpatrick" will be the title of the Ambassador's presentation at the 1986 Chairman's Luncheon. Her vast experience in U.S. foreign affairs and international politics will make her presentation very timely, especially with the House and Senate elections that are soon to follow.

All those who attend the 1986 Convention and Exposition should not miss the Chairman's Luncheon to hear Ambassador Kirkpatrick and to be on-hand for the presentation of the Stanley O. Styles Industry Excellence Award to a paper industry leader. *Tickets are $75.00 each, tables of 10 are $750.00.* (Use the Special Events form to order tickets.)

SCHEDULE OF EVENTS SUMMARY

Date/Time	Event
FRIDAY, SEPTEMBER 12	
8:30 a.m.–12:00 Noon	NPTA Committee Meetings
12:30 p.m.–4:15 p.m.	Spouses Program *(Tickets required)*
1:00 p.m.–5:00 p.m.	NPTA Board of Directors Meeting
SATURDAY, SEPTEMBER 13	
8:00 a.m.–5:00 p.m.	Registration
10:00 a.m.–5:00 p.m.	Exposition
10:00 a.m.–12:30 p.m.	Creating the Successful Environment
12:30 p.m.–1:30 p.m.	YEF Luncheon *(Tickets Required)*
12:30 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:00 p.m.–4:00 p.m.	Spouses Program *(Tickets Required)*
1:30 p.m.–2:30 p.m.	YEF Members Workshop *(YEF Members only)*
3:00 p.m.–4:30 p.m.	Retail Packaging: A New Frontier for Paper Merchants?
SUNDAY, SEPTEMBER 14	
9:00 a.m.–4:00 p.m.	Registration
10:00 a.m.–11:30 a.m.	General Business Session
11:00 a.m.–4:00 p.m.	Exposition/CEO Day
11:30 a.m.–12:00 Noon	Annual Business Meeting *(NPTA Members only)*
12:00 Noon–4:00 p.m.	Spouses Program *(Tickets Required)*
3:00 p.m.–4:00 p.m.	Wine & Cheese Party *(At The Show)*
MONDAY, SEPTEMBER 15	
8:00 a.m.–12:00 Noon	Registration
8:30 a.m.–12:00 Noon	Exposition
9:15 a.m.–11:45 a.m.	Spouses Program *(Tickets Required)*
10:00 a.m.–12:00 Noon	The World Report: A Global Look at Printing Paper
12:00 Noon–12:30 p.m.	The Paper Performers' Reception
12:30 p.m.–2:30 p.m.	Chairman's Luncheon *(Tickets Required)*
2:45 p.m.–4:30 p.m.	The Party Store Concept
7:00 p.m.–8:15 p.m.	Boston Paper Trade Reception
8:15 p.m.–11:00 p.m.	Boston Paper Trade 100th Anniversary Dinner *(Tickets Required)*
TUESDAY, SEPTEMBER 16	
9:00 a.m.–11:00 a.m.	The Customer Signs Your Paycheck
9:00 a.m.–11:00 a.m.	How to Keep the Company Pond Stocked with the Right People

1986 Convention & Exposition Policy Statement

The National Convention of the paper/plastics and allied products distribution industry is held each year to create a legal forum for the exchange of product information and management ideas among paper merchants, suppliers, and manufacturers' representatives.

This annual meeting and the related Paper/Plastics & Allied Products Exposition is organized, coordinated, promoted and planned by the National Paper Trade Association, inc. (NPTA). It is the purpose of the Association to encourage and foster the broadest, most convenient range of contacts between all industry representatives, in addition to providing an atmosphere of sociability and idea exchange. In order to accomplish these goals, NPTA asks for the following Code of Conduct.

For Paper Merchants and Manufacturers Representatives

1. ***Support*** the efforts of the suppliers who exhibit at the ***Paper/Plastics & Allied Products Exposition.*** They are providing a most efficient and convenient way to meet key manufacturing executives and learn about new products.

2. ***Support*** the efforts of the registered manufacturers maintaining hospitality suites at the ***Official Convention Hotels.***

3. ***Attend*** the official Convention meetings and workshops, especially the ***General Business Session*** on Sunday morning at 10:00 a.m. Invite your suppliers to attend; the meetings are for them also. Resist individual supplier appointments that conflict with Convention meetings and workshops.

4. ***Encourage*** your suppliers to participate in the Convention and Exposition at the Official Convention Hotels so as not to detract from the efficient operation of the meeting, by expanding the radius of their activities. Let them know that it is easier and more efficient for you, the customer, to visit with them at the Official Convention Hotels. Resist meetings in other locations.

5. ***Purchase*** tickets for the Chairman's Luncheon on Convention Monday for members of your firm and for your suppliers. By doing so you will be supporting the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** In addition, greater industry participation in this function will enhance the stature of the ***Stanley O. Styles Industry Excellence Award.***

6. ***Provide NPTA*** with feedback regarding positive and negative aspects of the Annual Convention and suggestions for change.

For Manufacturers, Converters and Suppliers

1. ***Look*** upon the NPTA Annual Convention and Exposition as the premier opportunity to meet with a maximum number of customers and potential customers in a most economic and efficient way. Come prepared, organized and directed to get the most out of this event.

2. ***Participate in the Paper/Plastics & Allied Products Exposition*** by using booth space on the floor of the show to meet the greatest number of customers and potential customers.

3. ***Maintain*** hospitality suites in the ***Official Convention Hotels*** because it affords paper merchant customers the efficiency of visiting a maximum number of suppliers in a minimum amount of time.

4. ***Maximize*** your influence and presence at the Convention and Exposition by informing attendees of your products, services and the whereabouts of your company by advertising in the **only official** Convention publication: **MN's Official Guide to the 1986 Convention & Exposition**

5. ***Attend the General Business Session*** on Convention Sunday at 10:00 a.m. Encourage your customers to attend. Do not schedule meetings to conflict with NPTA meetings, and attend as many meetings and workshops as is feasible.

6. ***Inform NPTA*** of your reception and other social plans, so that the Association can assist you in finding proper space. In addition, the Association can inform you of other supplier plans, so that conflicts do not arise with similar paper merchant groups that may be invited to receptions and other social events. NPTA is here to assist you so that all suppliers may derive maximum benefit from the events you schedule.

7. ***Purchase*** tickets to the Chairman's Luncheon on Convention Monday. It is the only "official" social event of the Convention. Attend the event yourself and invite your customers. Make it part of your Convention planning. In addition your attendance supports the efforts of the ***Paper And Plastics Education Research (PAPER) Foundation.*** A large turnout also will assist in enhancing the stature of the ***Stanley O. Styles Industry Excellence Award*** which will be presented at the luncheon.

8. ***Request*** badges for your official staff **only**. Unofficial badges given to merchant customers or others to avoid nonmember registration fees will result in embarrassment and suspension from participating at future Conventions. Don't forget, **only** paper merchants and manufacturers representatives are allowed to attend. End user customers are **not** welcome.

9. ***Provide NPTA*** with feedback regarding positive and negative aspects of the annual event and suggestions for change.

If any questions should arise regarding the above code of conduct, please contact John J. Buckley, Jr., NPTA president at 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

For information on exhibiting at the Paper/Plastics & Allied Products Exposition, contact: Ed Ruffing, exhibit manager, Scherago Associates, 1515 Broadway, New York, NY 10036; 212-730-1050.

To place an ad in the **Official Guide,** contact Richard J. Lerman, director of advertising, **Management News** magazine, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

Rixie

Add a little color to your line

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Cathedral Candle Company
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MOLSON
Malt
Court of Two Sisters
La Belle Vie
PHOENIX HILTON
CLEMENTINE
AMATO'S
Italian Cuisine
The Blue M
Saloon
La Mancha Athletic Club & Resort Hotel
La Mancha Racquet C
DAILY'S
DINING EMPORIUM
It ain't Frisco It's San Francisco
DRIVE YOUR FRIENDS TO DRINK!
DD
Ask about our
DESIGNATED DRIVER PROGRAM
WE CARE ABOUT OUR PATRONS
WE'RE DOING SOMETHING ABOUT DRUNK DRIVING
SUN COUNTRY
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Coasters by Rixie Paper Products, Inc.
700 Million sold in 1985
America's # 1 producer of All-Purpose Beverage Coasters

Hotels...Motels...Restaurants...Cocktail Lounges ...Bars...Breweries
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We specialize in the production of high quality, custom designed coasters. We print in single color or up to four colors and offer a wide variety of sizes and special shapes at nominal costs.

Or, your customer can choose from a selection of over 100 low cost stock items printed on five different papers, each designed to produce a special effect and serve a specific purpose.

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RIXIE Paper Products, Inc.
P. O. Box 155, Stowe, PA 19464
(215) 323-9220

50 Years of Service: On to the Next 50!

For 50 years, NPTA's Convention and Exposition has been special to generations of paper, plastics and allied products merchants and their suppliers. These shows have been so important that participants have made it the most successful trade show in our industry!

This year, NPTA brings its Annual Convention and Exposition to historic Boston, MA. Here, in honor of the 100th Anniversary of the Boston Paper Trade Association, NPTA will celebrate the 50th year of its Exposition.

How Will NPTA Celebrate

The Association will hold its Paper/Plastics & Allied Products Exposition in the newly designed and decorated Exhibit Hall at the Sheraton Boston Hotel and Towers, and there will be some new special events:

CEO SUNDAY

CEOs from all paper, plastics and allied products industry firms have been invited to attend and get to know attendees better on Convention Sunday in the Exposition Hall.

WINE & CHEESE PARTY

In honor of the industry CEOs, 1986 exhibitors and NPTA will throw a wine and cheese party. Everyone is invited to enjoy the spirits and cheeses as well as the chance to meet and greet the leaders of the industry.

The NPTA will also subsidize a restaurant (so everyone can have an inexpensive meal) right on the floor of the Exhibit Hall. This is a great convenience for all attendees and suppliers.

History of the Event

The first Exposition, called the "Paper Show," was presented as a room show at the Waldorf-Astoria in New York City during the spring of 1936. The New York show was held each spring at the Waldorf from 1936 to 1943. The first post-World War II room show was in 1949 and these continued until the spring of 1960.

The first Chicago show was held in 1938, as a room show at the Stevens Hotel (now the Conrad Hilton). This pattern continued until after the 1941 event. The first booth show was held in 1952 at the Edgewater Beach Hotel in Chicago.

Booth shows continued in Chicago and began in New York in 1963. The show became an annual event in 1968, and since that time, the show has rotated between New York and Chicago...until now!

In response to changing industry compositions and needs, the paper show began to change in 1974. First the name: The Paper Show became the Paper/Plastics & Allied Products Exposition. This reflected the growing importance of plastics in the paper distribution industry. The meeting moved to the Hyatt Regency Hotel in 1978 to provide the industry with a more convenient and elegant environment to conduct its annual business.

1981 marked the first Exposition held in a separate auditorium, outside the Convention hotel in New Orleans. It was also the first break from the New York-Chicago rotation. The success of this meeting indicated a desire of the industry to move the Convention and Exposition around the country.

This year, the long standing pattern is officially changed with the meeting in Boston, MA. The attendance has grown along with the participation of the exhibitors over the years. Last year in New York, the Association reached an all time high of 2800 merchant attendees with 236 booths representing 173 supplier companies.

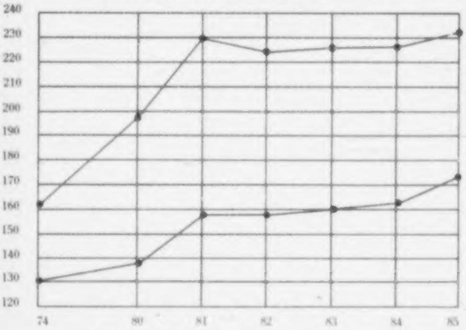
Exposition management has worked hard to improve the service level, reduce the hassels and improve the appearance of the exhibit. They also have been aggressively spreading the word about the Exposition to paper merchants and suppliers far and wide.

New Registration System

For the first time, those who register by mail will receive their badges by return mail prior to coming to the Convention. This means no waiting to pick-up badges on-site—no lost time. This new service should help speed-up registration for everyone and help everyone get down to business faster.

The Association is committed to improving the Exposition and keeping it the informational center and marketplace of the NPTA Annual Convention. A majority of the paper distribution industry supports this concept and they continue to look toward the NPTA Convention and Exposition as an invaluable annual business opportunity.

COMPANIES EXHIBITING
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION



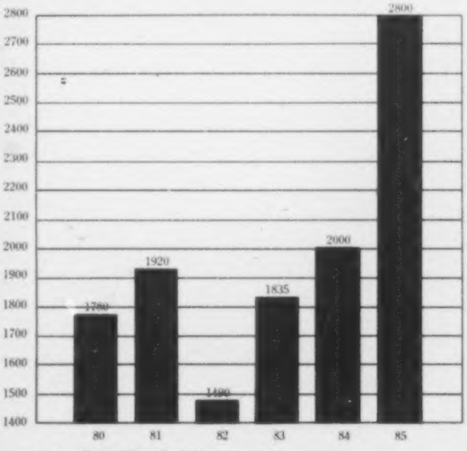
Source: National Paper Trade Association, inc.
(See Table For Detail)

COMPANIES EXHIBITING
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION

Year	Companies	Booths
1974	130	163
1980	138	199
1981	157	230
1982	156	224
1983	160	227
1984	163	226
1985	173	232

Source: National Paper Trade Association, inc.

MERCHANT ATTENDANCE
PAPER/PLASTICS & ALLIED PRODUCTS EXPOSITION



Source: National Paper Trade Association, inc.

CHAIRMAN'S CORNER

Meet Us in Boston this September

This year's Annual Convention provides all of us with some outstanding opportunities. Extra thought has gone into the programming with the focus of giving all attendees an array of programs pertaining to people and how they perform. I encourage each of you to attend these sessions. Some of you who are suppliers have asked about attending the business sessions. You are not only *welcome,* but we encourage you to attend all of the sessions we have to offer.

At our luncheon on Monday, we will honor the third recipient of the Stanley O. Styles Industry Excellence Award. Our featured speaker will be Dr. Jeane Kirkpatrick bringing to us her vast experience in both the domestic and international areas. This is a great opportunity to honor our award recipient, hear an excellent speech and entertain some of your important business contacts—customers and suppliers alike.

This year we will have our 50th anniversary of the Paper/Plastics and Allied Products Exposition. The Show promises to more than live up to what we expect from an anniversary event. Join us especially on "CEO Sunday" when our industry leaders will be on the floor of the Show to greet all Convention participants.

Boston itself offers many opportunities as our Convention city. It is a unique educational, cultural and historical spot and we encourage you to take full advantage of being there. This year also marks the 100th anniversary of the Boston Paper Trade Association and they will be offering additional opportunities.

There are many good reasons to begin making your Boston plans right now. Use this issue of *MN* to do just that. Contained within these pages is all of the information, registration materials and forms necessary for you to make this year's Convention both enjoyable and profitable to your company.

R W Abrams

Richard W. Abrams
NPTA Chairman

Paper/Plastics & Allied Products Exposition Hours

In the
Sheraton Boston
Hotel

FIFTIETH · ANNIVERSARY

Saturday, September 13: 10:00 a.m.–5:00 p.m.
Sunday, September 14: 11:00 a.m.–4:00 p.m.
Monday, September 15: 8:30 a.m.–12:00 Noon

Every once in a while an idea comes along that makes History...

Announcing MN (Management News) Magazine's Official Guide to the 1986 NPTA Convention & Exposition

* * *

This Official Convention publication has become the most comprehensive of all Convention Publications! Now you have no need to place your ad in any other publications, when you can meet *ALL* your marketing goals by placing it in the *ONLY* Official Publication: *MN's* Official Guide to the 1986 Convention & Exposition.

Now you can substantially reduce your NPTA Convention promotion budget and improve your marketing program with one exciting publication insertion! The *Official Guide* distributed at the Convention (MN's September issue) will feature:

Exclusive Convention Information

The *only* publication that will publish the complete, official schedule of events, as well as the official and complete exhibitor and suite information. With this issue, we will reduce the fragmented, confusing and often incorrect information that has been provided by other convention publications in the past. There is now no need to duplicate your efforts when there is *ONE* publication that carries the most up-to-date, comprehensive and official convention information.

Exclusive Product & Supplier Directories

MN is the *ONLY* publication that will provide directories of both exhibitors and registered manufacturers' product descriptions, firm names, addresses, phone numbers, key personnel and personnel who will be on-site. These directories are used throughout the year as a convenient reference guide to the *KEY* suppliers in the industry!

Comprehensive Supplier Information

The most up-to-date and complete exhibitor and suite location information will be found in the "Supplier Locator" section of *MN's Official Guide.* Included will be arrival and departure dates, exposition floor plan and booth listings, *ALL* supplier convention press releases and special announcements: *ALL* of this valuable information will reach attendees *earlier* than any other publications so that schedules can be planned most efficiently. No more spending time searching for suppliers who aren't there by paper merchant attendees.

This one's the best idea we've had in over 80 years!

Invaluable Marketing Tool

The MN Official Guide for the 1986 Convention & Exposition will also contain our monthly magazine's important regular features as well as these invaluable buying and marketing reference directories. These directories will make it the most powerful publication of the show in stretching your advertising dollars.

Streamlined Information Process

NPTA now has an easier, more effective information system to aid suppliers in providing Convention Information to the industry.

Because of our new computerized supplier pre-registration system, NPTA will already possess: arrival and departure dates, personnel information, booth and suite locations and product information that will be used in the *Official Guide*. WHY bother going through the process again on-site for other non-official convention publications?

Extensive Distribution

No other publication will speed your advertising message to as many readers as will *MN's Official Guide*. Our publication will be distributed to attendees *as they register* in their hotels, (distributed by hotel registration desk personnel), through NPTA registration and to all subscribers. *No other Convention publication gives your advertising message this coverage!* So even those merchants *NOT* attending the show will see your important advertising message!

In all, the total circulation of this issue will be well in excess of 10,000 copies. *MN* will also issue up-dates on both Sunday and Monday of all newly arrived registered manufacturer and exhibitor hospitality suite locations. Your ad can now reach the entire industry with one publication insertion!

Super Value

Don't miss this opportunity to reach your most important audience at the most cost efficient and convenient way! Now there is no need to create, at high cost, a brand new special-sized ad that can be used but once. Now there is no need to create special-sized inserts and enclosures also at great expense. Because of the "regular" size of the *Official Guide* you can create, or use your regular size ads. Inserts will also be accepted. The full-page price is unquestionably the best value in the industry as well

MN
Official Guide

To place your insertion order or for further information contact:

MN

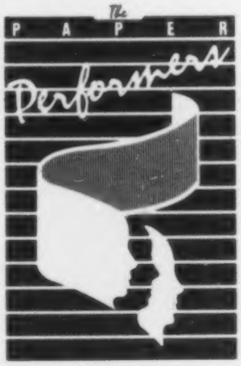
Richard J. Lerman, MN Advertising Director
NPTA, 111 Great Neck Road, Great Neck, NY 11021

(516) 829-3070

Closing date for *MN's Official Guide* to the 1986 NPTA Convention & Exposition is July 1, 1986

Spouses Will Experience Boston Old & New

When visitors to Boston return home, they always talk about the wonder and charm of this great northeastern city. It is a treasure chest filled with history, art and architectural tradition and style. Spouses at the 1986 NPTA Convention will sample it all.



FRIDAY, SEPTEMBER 12

12:30 p.m.–4:15 p.m.

INTRODUCTION TO BOSTON TOUR AND LUNCH AT THE WINERY: If it is your first trip to Boston or if you have never taken the time to really see the sights, this tour is the right one for you. From old Boston's Beacon Hill and the North End to the Prudential Center and New Boston, this introductory whirl will give you a better understanding of Boston's place in America—past, present and future.

Sites along the Freedom Trail, the world-famous walking tour created for the Bicentennial, will give all a glimpse of the city's old world charm. One stop on the trail, Old North Church, is where Paul Revere received his message. A short review of the historic events leading to the American Revolution will be heard in the church by Convention Spouses; then, on to other points of interest such as "Old Ironsides," Faneuil Hall and Quincy Market.

Along the route, a stop for lunch at the Winery will fit the mood of the day perfectly. This famous restaurant is located in the Pilot House on Boston's waterfront at Lewis Wharf. It specializes in fresh seafood and steaks in a setting reminiscent of Old Boston: outdoor gardens and the retired Lightship "The Nantucket" are in view. Convention Spouses will be surprised by this charming North End restaurant on the Freedom Trail.

All in all, this outstanding tour of Boston should not be missed. (It will be repeated on Saturday without lunch.) *Tickets are required: $37.00 per person.* (Use the Special Events Form to order tickets.)

SATURDAY, SEPTEMBER 13

CHOOSE ONE

- **Introduction to Boston Tour (repeated)—without lunch**
  1:00 p.m.–4:00 p.m.
- **John F. Kennedy Library Tour**
  12:30 p.m.–4:00 p.m.

The John F. Kennedy Library exhibit is not a conventional museum. The exhibit begins with a 25 minute film on JFK to remind visitors—those who knew him and those who are too young to remember—what he looked like and how he sounded. The experience continues with a chronology of exhibits which explore specific themes in the life of John F. Kennedy and members of his family.

All the exhibits are designed to be educational. Some portray the personal side of JFK, others illustrate his public career and convey a sense of the political and governmental process in this country. One of the more interesting exhibits traces JFK's heritage in Ireland and Boston, then describes his youth, education and experiences in World War II.

Occupying approximately 18,000 square feet, the exhibit contains more than 500 photographs—many unpublished and collected from personal albums. There are over 1000 objects and graphics documenting the exhibit themes.

Lunch will not be served on this tour. *Tickets are required: $18.00 per person for either tour.* (Use the Special Events Form to order tickets.)

SUNDAY, SEPTEMBER 14

12:00 Noon–4:00 p.m.

BOSTON'S SOUTH END HOMES TOUR AND LUNCH: Boston men returning from the Civil War found in the South End an area of new beauty and exciting activity. In America's residential plan, graceful rows of red brick, bow front town houses were being built on land newly reclaimed from the murky waters of the old Back Bay. Streets were often arranged to overlook tree shaded parks, reminiscent of London's squares.

NATIONAL PAPER TRADE ASSOCIATION, INC.

1986 Annual Convention
AND PAPER PLASTICS AND ALLIED PRODUCTS
Exposition
September 13-16, 1986 • Sheraton Boston Hotel

HOTEL/SUITE RESERVATION

No other form will be sent

ROOMS ONLY - Mail To	**SUITES OR SUITES PLUS ROOMS - Mail To**
NPTA Housing Bureau c/o Greater Boston Convention & Visitors Bureau Prudential Plaza Box 490 Boston, MA 02199	National Paper Trade Association 111 Great Neck Road Great Neck, NY 11021 (516) 829-3070

Refer to List of Hotels and Rates on Other Side

INFORMATION AND DIRECTIONS

1. Room assignments will be made in order of receipt by the Housing Bureau. Suites will be assigned by NPTA and will not be confirmed until **the week of June 30, 1986.**
2. Accommodations are furnished solely for sleeping and lodging purposes. Rooms may **NOT** be used for display of merchandise.
3. Official convention hotel rates are in effect only until **August 20, 1986.**
4. No telephone requests will be taken. Use this official form only.
5. Cancellations and changes should be **made in writing** through the Housing Bureau for rooms until **August 20, 1986;** directly to the hotel after that date. Changes in suites must be directed to NPTA Headquarters.
6. Don't be a "No-Show"—please cancel your reservations if you are unable to attend.
7. Please type all information required.

HOTEL PREFERENCE

1st Choice ______________________

2nd Choice ______________________

3rd Choice ______________________

ROOM CODES*

S = Single Room (One Occupant)
D = Double Room (Double Bed)
T = Twin Room (Two Single Beds)
TS = Tower Single (One Occupant)
TD = Tower Double (Double Bed)
TT = Tower Twin (Two Single Beds)

SUITES

P + 1 = Parlor + 1 Bedroom
P + 2 = Parlor + 2 Bedrooms

*ROOM CODE	RATE REQUESTED	FIRST OCCUPANT	SECOND OCCUPANT	ARRIVAL (Date/Time)	DEPARTURE (Date/Time)

(Photocopy this form if additional space is needed and for your records)

Please Mail Confirmation(s) to:

NAME ______________________ COMPANY ______________________

ADDRESS ______________________ CITY ____________ STATE ____________ ZIP ________

PHONE ______________ CREDIT CARD NAME FOR GUARANTEE ______________________

CARD # ______________________ EXP. DATE ____________ TODAY'S DATE ____________

Please list the Key Marketing Contacts for your firm:

NAME: ______________________ TITLE: ______________________

NAME: ______________________ TITLE: ______________________

TELEPHONE NUMBER: ______________________

OFFICIAL HOTELS AND RATES FOR 1986 NPTA CONVENTION AND EXPOSITION

Room Rates are Confirmed on a Space Available Basis. Reserve Your Room Early.

SUITES

*Notes: P+2 have 2 beds in one bedroom and 1 bed in the other bedroom.
P+1 - Some have 1 bed in the bedroom and some have 2. No third bedroom connector is available.

HOTELS	ROOMS Per Diem Rates SINGLE	ROOMS Per Diem Rates DOUBLE	SUITE	NUMBER OF PEOPLE *(for reception)*	HOTEL SUITE RATES PER DIEM	*ONE TIME CHARGE NON-EXHIBITOR SUPPLIER REGISTRATION FEE PAID TO NPTA
SHERATON BOSTON HOTEL Prudential Center Boston, MA 02199	$106, $115, $123	$119, $128, $136	MINI SUITES: P+1 Additional connecting bedroom not available.	10	$150	$350
			EXECUTIVE SUITES: P+1	25-50*	$235	$600
			P+2	25-50*	$295	$600
			*Bedroom can convert to a parlor for 25 people, with refrigerator, and wet bar area. Sico bed in the wall.			
			1 BEDROOM SUITES: P+1 Additional connecting bedroom not available.	20	$235	$500
SHERATON BOSTON TOWERS	$149	$170	TOWER SUITES: P+1	20	$275	$600
			P+2	20	$375	$600
BOSTON MARRIOTT COPLEY PLACE 110 Huntington Avenue Boston, MA 02116	$125	$145	MARRIOTT PARLOR: P+2	10	$375	$500
			EXECUTIVE SUITES: P+1	35	$400	$600
			P+2	35	$525	$600
			HOSPITALITY SUITES: P+1	50	$450	$600
			P+2	50	$575	$600
			LUXURY SUITES: P+2	50-80	$630-$980	$750-$1,000
THE WESTIN HOTEL COPLEY PLACE 10 Huntington Avenue Boston, MA 02116	$138, $148, $158, $168	$158, $168, $178, $188	WESTIN: P+1	15	$320	$600
			P+2	15	$445	$600
			CORNER: P+1	15	$370	$600
			P+2	25	$570	$600
THE COPLEY PLAZA HOTEL 138 St. James Avenue Boston, MA 02116	$115, $130, $150	$135, $150, $170				

***Non-Exhibiting Supplier, Manufacturers' Representatives and Nonmember Paper Merchant Registration Fee: One-Time charge payable to NPTA. You will be invoiced upon confirmation on your suite. This fee is to be paid *only* by Non-Exhibiting Suppliers who maintain a hospitality suite. Registration fees for exhibitors are included in booth rental fee. Registration fee includes admissions to all meetings and the Exposition.**

NPTA members pay no registration fee for suites.

SPECIAL EVENTS TICKET ORDERS

NATIONAL PAPER TRADE ASSOCIATION, INC.
1986 Annual Convention
Exposition

Deadline	Mail To	Payment
Order Form Must Be Received At NPTA By **August 15, 1986.** After That Date All Tickets Must Be Picked Up On-Site	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021	PAYMENT MUST ACCOMPANY THIS FORM. Tickets for Special Events Are Not Refundable. Photocopy for your records.

TICKETS FOR ALL EVENTS MAY NOT BE AVAILABLE ON SITE: ATTENDANCE IS LIMITED

Chairman's Luncheon: *Stanley O. Styles Industry Excellence Award Presentation: Ambassador Jeane Kirkpatrick, Keynote Speaker*
(Proceeds from the Luncheon will be donated to the PAPER Foundation.)
Monday, September 15, 1986
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel
_____ tickets at $75.00 each $ _____
_____ tables of 10 at $750 $ _____

Boston Paper Trade Association 100th Anniversary: *Gala Reception & Dinner*
Monday, September 15, 1986
7:00 p.m. - 8:15 p.m. Reception: Marriott Copley Place Hotel
Dinner/Dance to follow
Black tie. Business suit acceptable.
_____ tickets at $100.00 each $ _____

Young Executives Forum: *Young Executive's Role in Managing for Top Performance*
Reception, Luncheon, Special Meeting
Saturday, September 13, 1986
12:30 p.m. - 2:30 p.m.: Sheraton Boston Hotel
_____ tickets at $35.00 each $ _____

Spouses Program: *Experience Boston Old & New*

Friday, September 12, 1986
12:30 p.m. - 4:15 p.m.
Introduction to Boston Tour
& Lunch at the Winery
_____ tickets at $37.00 each $ _____

Saturday, September 13, 1986
CHOOSE ONE:

- Introduction to Boston Tour
  1:00 p.m. - 4:00 p.m.
  _____ tickets at $18.00 each $ _____
- John F. Kennedy Library Tour
  12:30 p.m. - 4:00 p.m.
  _____ tickets at $18.00 each $ _____

(Note: Luncheon is not included on either tour)

Sunday, September 14, 1986
12:00 Noon - 4:00 p.m.
Boston's South End Homes Tour & Lunch
_____ tickets at $40.00 each $ _____

Monday, September 15, 1986
9:15 a.m. - 11:45 a.m.
9:15 a.m. - 9:45 a.m.: Continental Breakfast
9:15 a.m. - 11:45 a.m.: "Mastering The Public Spotlight" Presentation
_____ tickets at $20.00 each $ _____

TOTAL FEE REMITTED $ _____
All Funds Must Be in U.S. Dollars

PLEASE SEND TICKETS TO: _____
COMPANY: _____
ADDRESS: _____ PHONE: _____
CITY: _____ STATE: _____ ZIP: _____

Names of Young Executives Forum Participants: _____

Name of Spouses Program Participants:
Fri.: _____
Sat.: _____
Sun.: _____
Mon.: _____
Signature: _____

OFFICE USE ONLY
C-Ticket # _____
Y-Ticket # _____
S1-Ticket # _____
S2-Ticket # _____
S3-Ticket # _____
CHECK # _____ AMT. _____

NPTA®

NATIONAL PAPER TRADE ASSOCIATION, INC

1986 Annual Convention
AND PAPER PLASTICS AND ALLIED PRODUCTS
Exposition
September 13-16, 1986 · Sheraton Boston Hotel

PUBLIC SPACE REQUEST FORM

Fill Out This Form To	Return Completed Form To
Make sure you get the public space you need! Photocopy for your records.	National Paper Trade Association, inc. 111 Great Neck Road Great Neck, New York 11021 516-829-3070 Attn.: Richard J. Lerman, Director of Mktg.

NPTA would like to assist you in making your participation in the 1986 NPTA Convention & Exposition as successful as possible. Because we are meeting in a new city, Boston, and because of the recent rise in Supplier functions, we can help you keep functions at the best times and locations. This will make certain that you achieve the best possible attendance and avoid conflicts with competing events.

Please fill out the information below and return it to NPTA. We will aid you in securing your public space at the hotels (all of which is held by NPTA) and support you with the hotel convention and/or catering staff.

NPTA will confirm your arrangements and solidify your plans.

Please complete the information needed below in order to reserve space for your function.

Yes, we would like to hold a meeting ____ ; meal ____ function during the 1986 NPTA Convention!

Please reserve a room for ____ people on ______________________________
(day and date)

at the ______________________ hotel.

Please send us ____ room set up charts; ____ menu selection brochures as soon as possible.

Name: ______________________________ Title: ________________

Company: ______________________________

Address: ______________________________

City: ______________________ State: ______________ Zip: ________

Phone #: ______________________________

Signature: ______________________________

Private homes in this section of the city will be opened especially for you. These 1860 Victorian town houses have been restored to charming efficient living for the 1980s. Guests will see the dramatic treatment of skylight windows, marble fireplaces, carved woodwork and moldings of unusual design. Stained glass windows and an open space feeling, without destroying elegance, reflects itself in so many of these homes. The gardens, from rooftop ones to the red brick patterned formal ones in the rear, show an ingenious use of space in the city. It is a true Renaissance in this part of Boston.

Luncheon is planned for a quaint restaurant in the historic South End that will be most fitting to this wonderful experience. *Tickets are required: $40.00 per person.* (Use the Special Events Form to order tickets.)

MONDAY, SEPTEMBER 15

9:15 a.m.–11:45 a.m.

MASTERING THE PUBLIC SPOTLIGHT: From 9:15 a.m.–9:45 a.m. an elegant Continental Breakfast will be served. Then for the next two hours, Arnold Zenker, communications specialist and consultant on public image, will present "Mastering the Public Spotlight."

Public and private figures alike must appear in the public spotlight from time-to-time. Whether it is speaking to a group or conducting a business meeting, the person in the spotlight paints a picture of himself for his audience.

Arnold Zenker has worked with corporate executives and industry leaders to enhance their image when in the public eye. He will give Convention Spouses a behind-the-scenes understanding of how the images of powerful people are made and how they can be destroyed. If you have ever wondered about how famous people are coached to handle the pressure of public life and still look at ease, "Mastering the Public Spotlight" will give you the answers. Questions will be entertained by Mr. Zenker as time permits.

Note: Over the years, Convention Spouses have asked that NPTA provide programming that would be in addition to the regular tours. This special program on communications is the result. *Tickets are required: $20.00 per person.* (Use the Special Events Form to order tickets.)

NEW AND NOTEABLE

Improved Registration System: For all those who pre-register for the 1986 Convention and Exposition by mail, badges will be sent *prior* to the Convention. This makes it much easier for all those who attend: no waiting on long lines to pick up badges on-site.

Chairman's Luncheon: The very special Chairman's Luncheon on Convention Monday this year will feature the presentation of the Stanley O. Styles Industry Excellence Award and a discussion of international politics by the former U.S. Ambassador to the United Nations the Honorable Jeane J. Kirkpatrick. Tickets are $75.00 each. Use the Special Events Form to order tickets.

Boston Paper Trade 100th Anniversary Dinner: A celebration on Convention Monday evening will commemorate the 100th Anniversary of the oldest paper association in America: The Boston Paper Trade Association. It will be a night to remember with a reception, dinner and entertainment provided by the enchanting Marie Osmond. Tickets are $100.00. Use the Special Events Form to order tickets.

General Business Session: This year, Convention goers will be looking forward to an outstanding general session on Convention Sunday. Two well-known speakers will be on-hand: Dr. Barry Asmus, economist and Captain James A. Lovell, former astronaut.

CEO Sunday and Wine & Cheese Party: In honor of the leaders of industry and the 50th Anniversary of the Exposition, NPTA and the exhibitors will host a wine and cheese party on the floor of the show on CEO Sunday from 3:00 p.m.–4:00 p.m.

Management Conference Programs: On Convention Tuesday morning there will be two important programs run concurrently from which attendees may choose. One is on human resources—how to provide continuity and management development, the other on customer service—a topic that has become a paramount issue in the paper industry.

Four-Day Spouses Program: This year's Convention will feature four days of Spouse programs starting on Convention Friday that will help all those who attend "Experience Boston Old & New."

NPTA Official Registration Hours

In the
Sheraton Boston
Hotel

Saturday, September 13: 8:00 a.m.–5:00 p.m.
Sunday, September 14: 9:00 a.m.–4:00 p.m.
Monday, September 15: 8:00 a.m.–12:00 Noon

Lookin A''Round''?

You need not look any further. Freeman prides itself on being the only one in the industry to offer 70" and 84" round Linen Look table covers. These laundry fold table covers look and feel like linen yet offer the throw away convenience of paper.

We also offer 84" round 2 mil Poly table covers in 23 decorator colors.

Team up with Freeman and our line of disposable paper and poly products so we'll ride the wave of the future together.

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Boston Paper Trade Celebrates

The Civil War was fresh in the American consciousness when in 1886, a group of paper industry leaders met. The Indian Wars out west were making headlines in Boston as those men sat together and drew up a statement of purpose for a new organization: "The object of this Association shall be to hold meetings which shall bring together the manufacturers and merchants of the paper industry in and around Boston, so that they may discuss matters of interest to the trade."

The former governor of the State of Massachusetts, Alexander H. Rice, presided at that meeting and was elected as the first president of the fledgling Boston Paper Trade Association. From 30 charter members in 1886, one hundred years later, the number now exceeds 200.

A Time to Remember

Over the years, the paper industry has seen enormous growth. The Boston Paper Trade Association, representing the interests of that corner of the world, has kept its membership abreast of a changing industry.

The 100-year span has seen 66 presidents of the association. Its current chief, Frank Viegas, president of The Dowd Company of Woburn, MA, is past-chairman of the National Paper Trade Association—an organization itself that was begun in 1903. His work on behalf of both groups has been noteworthy. "I have appreciated the opportunity to serve my industry both locally and nationally," Viegas said. "I feel that it is important for all of us to give something back. The paper business has been good to me, and I know that over the past 100 years many, many people have benefited from their affiliation with the Boston Paper Trade Association," he said.

A Time to Celebrate

A 100-year anniversary certainly requires a very special event to mark its occasion. The first tribute to the Boston group is a visit from the National Paper Trade Association's national Convention in its honor. Boston will host the NPTA Convention from September 13–16, 1986.

According to the Boston Paper Trade Association's short book on its history presented at their dinner held in March, "...the members of the association have dined together, without casualties, 184 times." And they will dine together this September 15 for a very special occasion inviting the entire paper industry to join their celebration.

The highlight of the evening will be the show-stopping performance of the world famous Marie Osmond. Over the years she has become a star in her own right—on stage, screen, radio and television. It has been said of Marie Osmond: "She is a true communicator—an artist whose style and magic casts a spell upon her audience. She is truly a seasoned performer whose career began early only to transcend all showbusiness fad to bear the test of time."

Those wishing to have an evening to remember may purchase tickets at $100 each by using the Special Events Ticket Order form in this issue of *MN*.

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A Video Tape Program with Accompanying Handout Materials

Please send me ____ copy(ies) of ***Implementing Successful Paper Marketing Programs*** at:

☐ $65 NPTA Member
☐ $80 Industry Suppliers
☐ $40 Additional Copies

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Title
Company
Street Address
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State Zip
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For International Mailing add $4.00 per tape.
All funds must be in US dollars.

Education & Training Department,
National Paper Trade Assoc., Inc.
111 Great Neck Road
Great Neck, New York 11021

The Unique Charm of Boston

As Mayor, I am delighted to welcome you to Boston—a dynamic urban environment where the roots of American government, industry and culture first began and continue to flourish. Today, as we enter a new exciting era in the city's history, we find a renewed sense of pride and vitality. From our vibrant financial district, marked by architectural wonders and historic landmarks, to the distinctive charm of our neighborhoods, Boston's energy and optimism is evident.

—Raymond L. Flynn, Mayor of Boston

It has been called the country's most European city, the Athens of America, and the Hub of the Universe. Add to this Boston's reputation as one of the most livable cities in the United States: a walkable, and in many ways supremely affordable, small city, with a big-city persona.

Boston is large enough to provide a host of interesting and exciting cultural attractions, fine and varied shopping, superb medical facilities, four-star restaurants, and an eclectic mix of people. The city is also home to some of the best universities in the country.

Boston is a growing city—young enough to change, old enough to have a sense of tradition found in few of America's urban areas. Settled in the early 1600's (many descendants of the early settlers still reside on Boston's Beacon Hill, a cluster of brownstones and narrow streets of unparalleled charm), Boston also enjoys preeminence in the fields of medicine, education, politics and the arts.

Over the past 20 years, a building boom has provided the city with thousands of new hotel rooms and much new retail and office space, while old waterfront warehouses have been converted to luxury condominiums and elegant outdoor malls; and the Museum of Fine Arts has the recent I.M. Pei-designed West Wing which has added to the institution's popularity.

Boston and its suburbs are famous for bookstores, ethnic restaurants, sightseeing and urban parks like the Common and Public Gardens. Bordering on the Harbor and the Charles River, the city offers a multitude of water activities, from cruises to sailing.

History aficionados can walk the 2½ mile Freedom Trail, visit the U.S.S. Constitution ("Old Ironsides"), the Bunker Hill Monument, and travel beyond to Lexington and Concord. Sports fans can take in a Celtics, Bruins, Patriots or Red Sox game or play golf, tennis, racquet-ball, jog or ski. Theater-lovers can see a pre-Broadway tryout or experiment with local drama and comedy. The Boston Symphony and Boston Pops are world-renowned and the Pops celebrated its 100th anniversary in 1985.

And Boston is also a city of "first," from the first public park in 1634, to the first marathon and subway in 1897, to the first computer in 1929. In addition, Boston was the site of the first reading of the Declaration of Independence in 1776.

Even more than its historic significance, even more than its multitude of places to see and activities to enjoy, Boston's charm is evident in the mix of old and new, the beautiful views of the Charles River, the accessibility, its bordering towns and its proximity to mountains and the ocean. New England's largest city houses writers, artists, thinkers and doers, all drawn here especially for the inspiration that only Boston can provide to residents and visitors alike.

New Truck Leasing Service From NPTA

Although fleet operations have always been important to most distribution companies, it is an area that is often assigned a low rung on the ladder of priorities. "We're in the business of selling our products, not trucking," is a statement often heard. While this is true, effective fleet management can save money.

A preliminary look at the results of the Fleet Information Survey recently completed by the National Paper Trade Association of member companies shows that they have chosen leasing more often as their method of acquiring transportation equipment: 52% lease compared with 48% who own their equipment. Of those who lease, 29% are printing paper merhants, 33% are industrial and 38% are dual.

While several member paper distributors have financial leases alone, the large majority have included service contracts in their leasing arrangements. (When combined in one document, these truck lease and service agreements are commonly called full-service leases.)

The decision of which type of lease would best suit the company's needs, like any other business decision, requires informed evaluation of the options. Because of the many variables of each company's individual fleet needs, it would be unwise to state arbitrarily, which method of leasing will provide the best result. The correct choice depends, to a great degree, on what is to be accomplished by leasing.

Finance Leases

If the main objective is to obtain the best financing package, then one of the many finance leases available may satisfy the need. A few of the benefits of a typical finance lease are:

1. Permits 100% financing (including tax, freight, etc.) freeing working capital for more productive uses.
2. May cost less than other financial arrangements.
3. Often avoids restrictions contained in some loan agreements.
4. Does not disturb current lines of credit.
5. Often more flexible in filling needs (longer term, lower payments, etc.)
6. May not appear as a liability on the balance sheet, thereby affecting certain key ratios.

While the finance-only type leases can be an attractive alternative method of financing, they do not provide for other important obligations necessary in the daily operation of the fleet that are provided for in a full-service lease.

Fleet Management

In examining a company's fleet management capabilities, the following are some of the areas to be considered:

1. Obtaining vehicles with specifications designed to satisfy the company's needs with minimal cost and maximum operating efficiency.
2. Licensing and inspection.
3. Federal tax (FHUT where applicable).
4. Fuel permitting and fuel tax reporting (where applicable).
5. Insurance (liability and property damage, fire, theft, collision).
6. Garage and equipment (maintenance and depreciation of building, tools and equipment, electric, heat, water, telephone).

Note: If no garage and outside services are used, all of the above expenses are reflected in those costs.

7. Preventive maintenance program and record keeping. (Required by D.O.T. for interstate distribution.)
8. General repairs (repairs handled on-site or by local vendor).
9. On-road repairs (breakdowns causing disruption of delivery services).
10. Obtaining substitute equipment (to replace out-of-service vehicles) and acquire extra vehicles for peak period needs.
11. Purchase of fuel and oil, tires, parts, etc.

**12. One of the most costly and often overlooked areas is key management time spent away from the company's primary objectives while working in fleet-related areas.

Obviously, the larger the fleet, the easier to justify the expense of in-house personnel who are qualified to specify, purchase and maintain a fleet of trucks. With the average company responding to the survey having less than 20 vehicles, it appears most NPTA member companies rely on management in these areas.

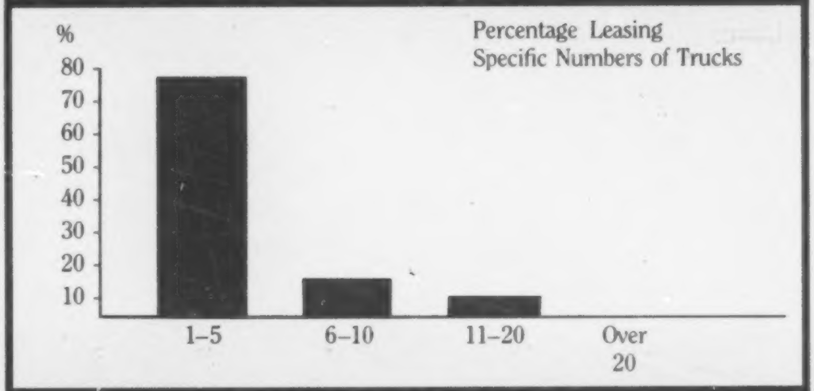
Even the larger fleet user with qualified personnel must rely on local management to handle daily operating problems when the fleet is decentralized.

Charles Ditolla

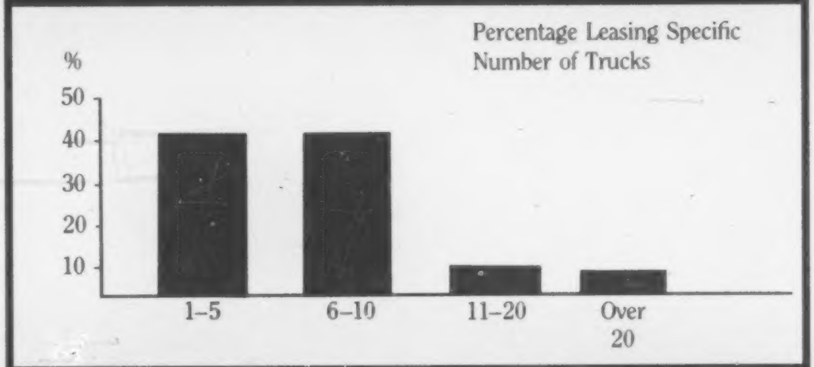
Negotiating the Lease

Once a decision is made about which leasing is best, the task then is to negotiate the most cost-effective and flexible lease possible. It is important that the company executive has a major role in the management of the leasing program. The tendency, sometimes, is to rely on the lessor to design a lease package that is best. NPTA feels that it makes sense to acquire the help of qualified professionals whose primary concern is the company's best interest. It is with this in mind, that NPTA is making available to its members, the services of Chas. Ditolla & Associates.

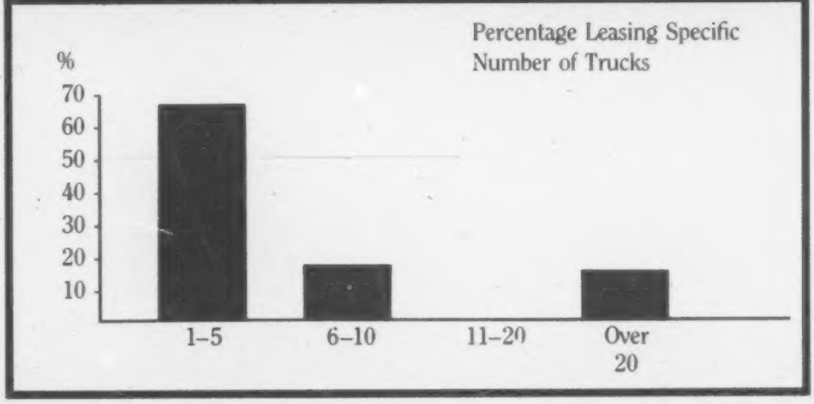
Printing Paper Merchants



Industrial Paper Merchants



Dual Paper Merchants



Chas. Ditolla & Associates is a transportation consulting firm specializing in truck lease evaluation and negotiation. *They do not lease, sell or maintain trucks.* This independence enables them to offer NPTA members completely unbiased judgements that provide for the most cost-efficient lease programs available.

They analyze and identify the cost associated with existing or proposed truck leases and where warranted, negotiate cost reductions that can generate substantial savings in a company's overall operating expenses (without negating the benefits derived from leasing). In addition, they thoroughly evaluate lease contracts to insure that high exposure areas are eliminated and the lessee receives all considerations.

Because a large number of NPTA members do not currently lease, and that some who do may not want or need assistance in these areas, NPTA felt it was crucial to provide a program that does not cost those who do not use the service and is cost-effective for those who do.

Unlike consulting firms that are paid *regardless* of the results achieved, Chas. Ditolla & Associates is compensated only when they are successful in reducing costs.

"This method of compensation accomplishes two things," says Chuck Ditolla, president of the company. "It is your guarantee that the use of our services will pay dividends or cost you nothing...and it is a statement of confidence in our ability to produce results."

"During the past few years, NPTA has developed a number of new services. I can't think of one that is more important to a paper merchant's bottom-line than this one," said John J. Buckley, Jr., president of NPTA. Where else can a member who pays a few hundred dollars, or a few thousand dollars in annual dues, get the opportunity to save tens of thousands of dollars, and only pay for it, after he has saved the money.

"While this service will not be used by everyone, it is a high level, intensive service that should be considered by all member firms. It is a 'win-win' situation all around," Buckley said.

Any member who would like more information on this new program should contact NPTA headquarters, or Chas. Ditolla & Associates at 18 Richboro Road, P.O. Box 747, Newtown, PA 18940, 215-860-8102.

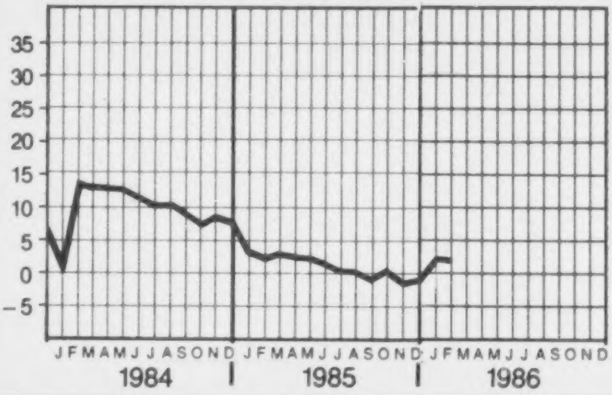
SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

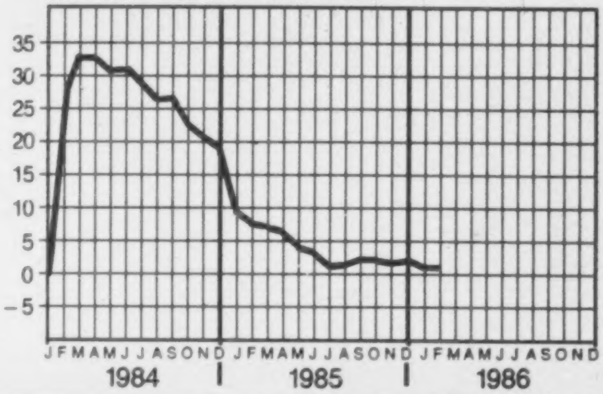
SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY



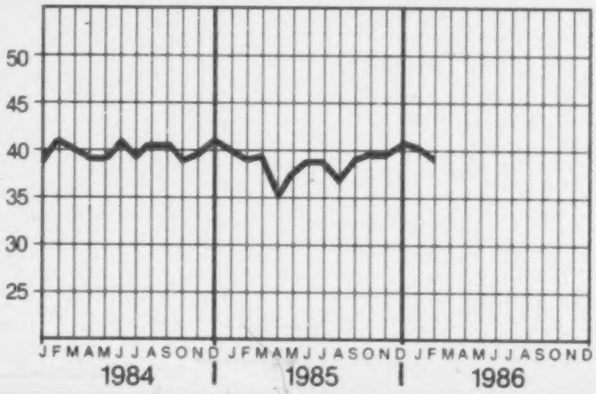
PRINTING PAPER SALES NATIONALLY



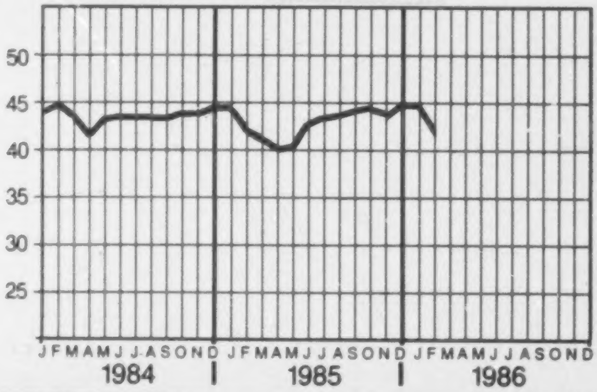
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



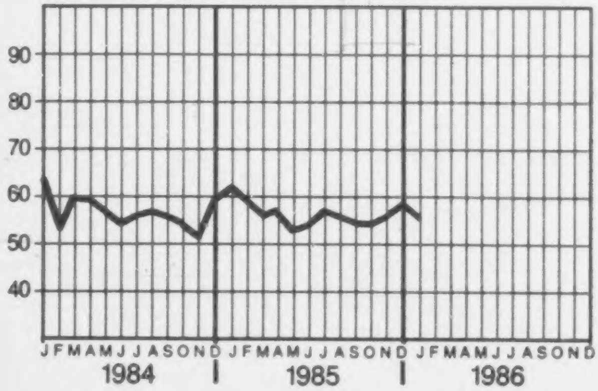
PRINTING PAPER RECEIVABLES NATIONALLY



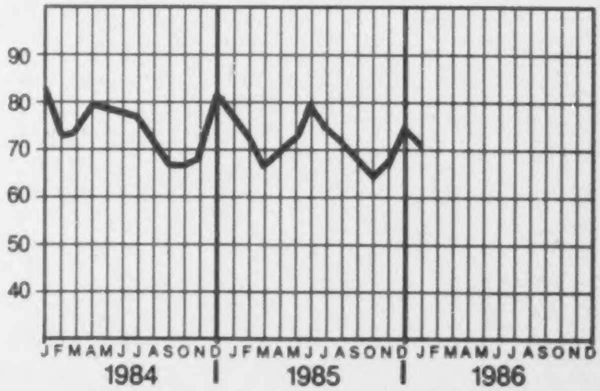
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



HOW TO DESTROY YOUR BUSINESS

The Independent Business Institute reports that there is a "creeping time bomb" that can destroy your business. The "bomb" IBI is talking about is being too busy to give proper planning for competent succession. "All too many businesses fold up when the owner does." According to IBI's new Report #603 "How to Destroy Your Business—Without even Trying," managers should pay close attention to a number of important areas: management development, succession planning, selling the business. A copy of the four-page report may be obtained for $1.00 from Independent Business Institute, P.O. Box 159, Akron, OH 44309. Ask for Report #603.

OVERCOMING CUSTOMER OBJECTIONS

"Experience is the key to handling customer objections," reports Salesmanship *magazine. If you get the same objections two or three times each year, that should tell you something. Sales people should keep account-record books that includes the details of customer objections.*

The sales person should review the account book prior to each sales call to tailor the call to that customer. The idea is not *just to have pat answers but to show the customer confidence in the products the salesman's company is selling.*

CHANGE OF ADDRESS

Do not miss one issue of NPTA *Management News* magazine. Please notify us ***prior*** to your relocation so that we may change our records.

Forward changes to:
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Great Neck, NY 11021

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New! Dependable brand name products in an economical pre-measured concentrate system.

Pre-measured concentrates make sense.

Drackett pre-measured concentrate chemicals help to insure precise dilution ratios for consistent cleaning results every time. They help to reduce waste, misuse and costly mistakes. Packaging is color coded for instant identification.

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The Handi-Pour™ System offers one important feature no one else does…the proven performance of Drackett quality. There's Windex® Glass Cleaner, Renuzit® Air Freshener, Vanish® Bathroom Cleaner, Mr. Muscle™ All Purpose Cleaner and Mr. Muscle™ Degreaser. Each has been formulated for maximum cleaning performance when diluted.

Unique 2 1/2 Gallon Dispenser.

The custom designed 2½ gallon dispenser is easy to handle, lightweight and makes refilling fast, easy and convenient.

Quality, performance, dependability in an economical pre-measured concentrate system. The Handi-Pour System from Drackett.

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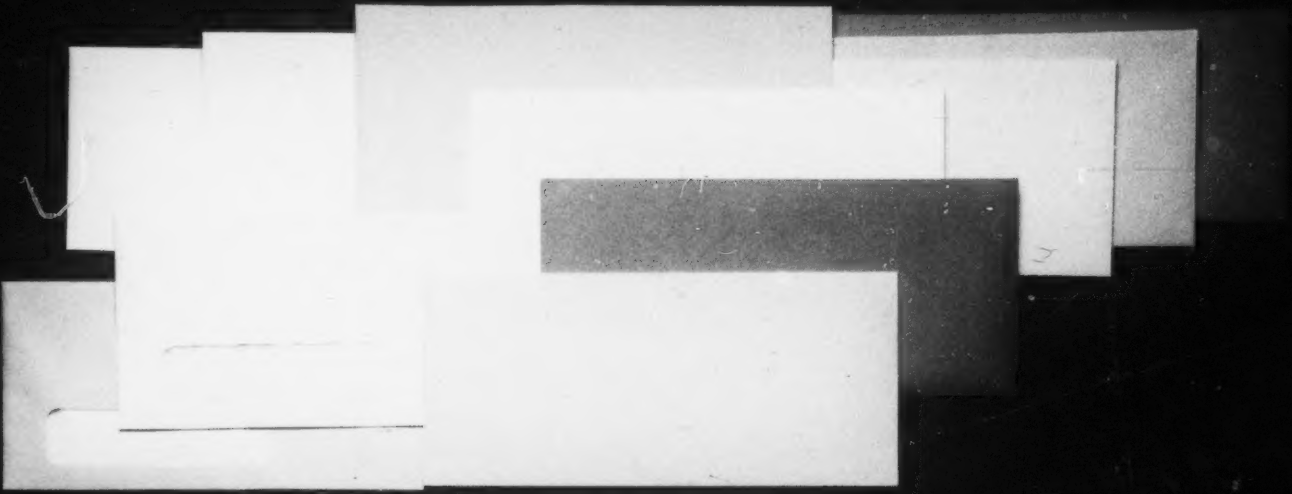
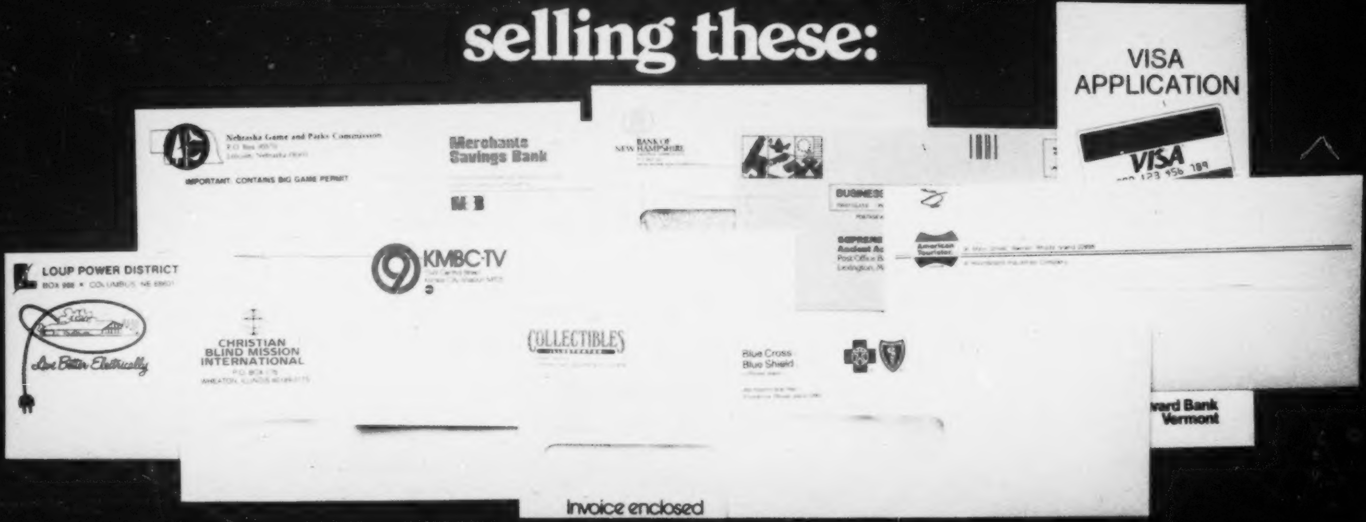
Turn a big profit selling these:



Or turn a much bigger profit selling these: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COLLECTIBLES
Blue Cross Blue Shield
American Tourister
Howard Bank Vermont
Invoice enclosed

Why settle for less when you can have more? It's as simple as that — when it comes to selling plain envelopes versus printed envelopes.

Of course, it may take a little more effort to sell the printed envelope order. But your profit will make it all worthwhile. And your customers will appreciate what printed envelopes will do for their businesses. They'll show their appreciation by placing another order. And another. And another.

Then watch your profits grow.

Contact a service representative at the plant nearest you to find out about our Envelope Printing Guide and our new Envelope Printing Slideshow Presentation. Both are full of helpful tips on selling printed envelopes.

New York Envelope Group
Long Island City, NY
Brooklyn, NY (Envelope Convertors)
Union, NJ (Champion Envelope)

National Envelope Group
Atlanta, GA, Lenexa, KS
St. Louis, MO, Worcester, MA

Who but New York/National sells only to you: not to your customers.